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ABSTRACT

The basic thrust of the planning and operation of the research project reported here was to investigate methods of accelerating the development of a climate of receptivity to new influences in the emerging and vital area of networking, to which the Ohio library community has a recorded commitment and whose impact will create a new perspective, and a needed new opportunity for public library services. The Ohio Project for Research in Information Service (OPRIS) was designed to meet the following objectives: Provide information and research aid, through existing library organizations, to government agencies; develop effective communication among libraries and government agencies by enlisting their cooperation in satisfying information needs; demonstrate a functioning model of an information network; and, collect data useful for the design and operation of a statewide multi-function reference and information network. The Project was further seen as a development tool with interfaces to aspects of the Ohio Library Development Plan through its potential for contributing to: strengthening the State Library's services to state government; providing a prototype model for a statewide information network; and, building a resource of immediate availability to the State's ALSOs (Area Library Service Organizations). (Author/SJ)

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OHIO PROJECT FOR RESEARCH IN INFORMATION SERVICE

OPRIS

FINAL SUMMARY REPORT

by

Richard G. Fisher

for

The State Library of Ohio

Columbus, Ohio

1973

LI 004 539

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The State Library of Ohio
65 South Front Street, Columbus 43215 (614) 466-2694

TO THE READERS OF THIS REPORT:

The Ohio Library Development Plan, which was prepared in 1968 "to give new emphasis and direction to library development," asserts that library services are important to the citizens of Ohio and the overall development of the State. It, and *The Ohio Long Range Program for the Improvement of Library Services...* (1972) enunciate some of the principles upon which the two-year Ohio Project for Research in Information Service (OPRIS) was based. Consistent with the thinking that library services can contribute to the overall development of the State, it is significant that the Ohio Department of Economic and Community Development was invited to co-sponsor OPRIS.

As the following report indicates, OPRIS tested a number of important library development principles, and that experience highlighted certain problems which must be faced by public libraries in Ohio and the nation. A commitment to identify the information needs of special clientele groups, to establish effective and continuing communication with such groups, and to meet their information needs requires the library to make a number of operational decisions. OPRIS identified some of the difficulties of translating such a commitment into service, and suggests the need for further investigation and practice.

Several groups of information users with which OPRIS worked express some scepticism regarding the library's ability to meet information needs satisfactorily but at the same time some of these users express continued interest and cautious optimism on library capability.

We hope that this report will be of use to others who are concerned with the way public libraries meet or fail to meet serious information needs, and welcome the cooperation of other libraries in developing information service programs which build on the work of OPRIS.

Joseph F. Shubert
October 1973

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DEPARTMENT OF ECONOMIC AND COMMUNITY DEVELOPMENT
DAVID C. SWEET, Director

October 24, 1973

Mr. Joseph Shubert
State Library of Ohio
65 South Front Street
Columbus, Ohio 43215

Dear Mr. Shubert:

I am glad of an opportunity to comment on the significant experiment represented by the Ohio Project for Research in Information Service and DECD's role therein.

The DECD is demonstrating its belief in the importance of information availability to public employee and private citizen alike through its business and local government ombudsman operations that provide direct access to state level action centers.

OPRIS is an indicator of this same concern on the part of the State Library: to marshal and interconnect local, state, and federal level information resources and bring them directly and actively to bear on local problems via an easily accessible agency whose information reach and potential has not been sufficiently called up and exploited - the local public library.

The Project report shows both the promise and the problems. The effectiveness demonstrated by the Project in its state level operations and at those local levels where the environment permitted encourages further efforts to make the environment favorable everywhere in the state.

As lead agency designated by the Governor in his April 30 Executive Order on planning region creation and coordination, and in fulfilling its statutory responsibility, DECD will be working ever more closely with Ohio's local and regional planning agencies and officials, as well as with the business community. Information is a prime requirement for the successful discharge of such undertakings and responsibilities. The information arm which the State Library is providing by pioneering efforts in exploiting specialized resources through responsive information networks such as OPRIS, and through its support and

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coordination of regional Area Library Service Organizations, demonstrates the commonality of interest which the State Library and DECD have in supplying government and business with the information needed to develop fully Ohio's great potential.

This partnership of purpose in working for Ohio's progress will, I am sure, lead to areas of further cooperation. OPRIS is a valuable beginning.

Sincerely,

DAVID C. SWEET
Director

ACKNOWLEDGEMENTS

The research reported here was carried out by Richard G. Fisher for the State Library of Ohio under subcontract to Battelle Columbus Laboratories, which provided program management and technical advisory services. The personnel directly involved in OPRIS, organized as an Information Systems section of the Symetics Group, Inc., (SGI) were:

Richard G. Fisher	Project Director
Dolores Dawson	Research Librarian
Barbara Kakovich	Project Assistant
Melinda Kramer	Editor/Publicist
Mary Purcell	Project Assistant

The encouragement and guidance of Dr. Immanuel J. Klette of Battelle Columbus Laboratories' Information and Communications Systems Research Division is gratefully acknowledged. Patricia Brown of Battelle provided valuable inputs to the evaluation approaches. Charles A. Brophy, Jr., Battelle Columbus librarian, was an unfailing source of interest and support.

Particular recognition and gratitude must be given to Joseph Shubert of the State Library of Ohio, whose view of the "state of libraries" launched the project originally, and whose responsiveness and willingness to listen and to debate provided constant stimulus and insights.

The cooperation and interest of Dr. C. Samuel Craig of the Ohio State University Libraries' Mechanized Information Center contributed much toward making the Project's Current Awareness service truly current. Mrs. Loraine Adkins was very helpful in developing the search profile; John Cobes polished the search logic.

The accessibility of Mr. John Gotherman, Director of Research of the Ohio Municipal League and his generosity in making available its resources for pinpointing target personnel and its publications for getting the word out, are gratefully acknowledged.

Evidence of the help received from the Advisory Committee is laced throughout this report. Specific acknowledgement must however be made of its continuous interest and the stimulating challenges its members provided.

In-house colleagues Noland D. Harris and Harold Edelstein lent patient if merciless ears to this Project from its early stages. They are to be thanked for their ineluctable advocacy of the information user's point of view.

The opinions expressed in this report are those of the project director and do not necessarily express the views of the Sponsor or Contractor.

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OHIO PROJECT FOR RESEARCH IN INFORMATION SERVICE
Final Summary Report

BACKGROUND

Bringing information services to governmental units at all levels is a library responsibility considered basic to the proper functions of the public library as an integral part of its community's life. In the late sixties, Ralph Blasingame[1] reported and underscored Ohio libraries' deficiency in performing this function. He found "apparent" cause for this in the history of public library support in Ohio, and the attitudinal consequences arising therefrom. Later, Frederick Stocker[2] emphasized the anomalies which the present library-supportive, state imposed, situs intangibles tax presents, and he predicted its ultimate demise as a protected source of library funding. The libraries would then be placed in the position of having to compete with all other local governmental functions for tax dollars. In such an environment, as Salisbury points out,[3] strong alliances are a requirement. In his report, Blasingame put the charge on the libraries to initiate change in government/library relations.

The Blasingame report's recommendations that the State Library assume as a prime responsibility and major effort-concentration point the provision of services to state government, the subsequent Ohio Library Development Plan[4] approved by the General Assembly, and the impact of the American Library Association's Standards for Library Functions at the State Level[5] combined to develop in the State Library of Ohio a model of services a library can provide

to the level of government of which it is a part. The isolation of local libraries from their communities' administrative bases had to be broken in order to begin to emulate the State Library model. Blasingame had given the responsibility to the libraries themselves, but it was clear that help was needed. What was required for library/government interaction and the improved relations which would result was a mechanism to establish contact, offer service, marshal support resources, and integrate these aspects to bring them to bear on the needs.

The State Library's position - with a hand in both camps, so to speak - as a state government administrative information resource and as a statutory presence in the local library world - dictated a principal role in creating this mechanism. Figure 1A (p. 3) pictures the State Library's double connections. Figure 1B adds the parallel of state government statutory connections with local government. But a tie-in from local government to local library, on the pattern of the state government/State Library connection, is not there. It had to be created. Figure 1C introduces OPRIS as a tie-generating device with interfaces with all the elements, somewhat on the pattern of a matchmaker; when introductions have been encouraged to ripen into friendship, the intermediary drops out and the relationship operates smoothly in direct connection.

The time period allocated for the program (from April 1971 through March 1973) was too short a span to provide more than perfunctory introductions between parties which had held themselves incommunicado, in some cases, for almost forty years - and such a behavior pattern modifies slow and hard. As Ralph W. Conant remarks: "We have too much investment in old techniques, old habits,

GOVERNMENT/LIBRARY RELATIONSHIPS

Figure 1A

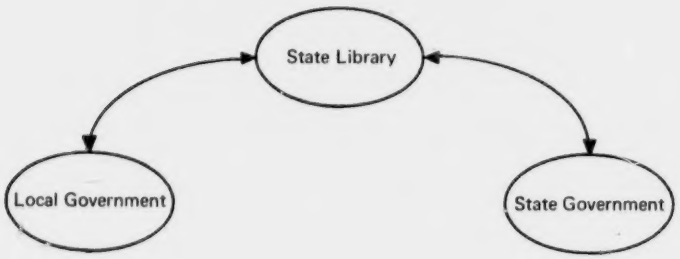


Figure 1B

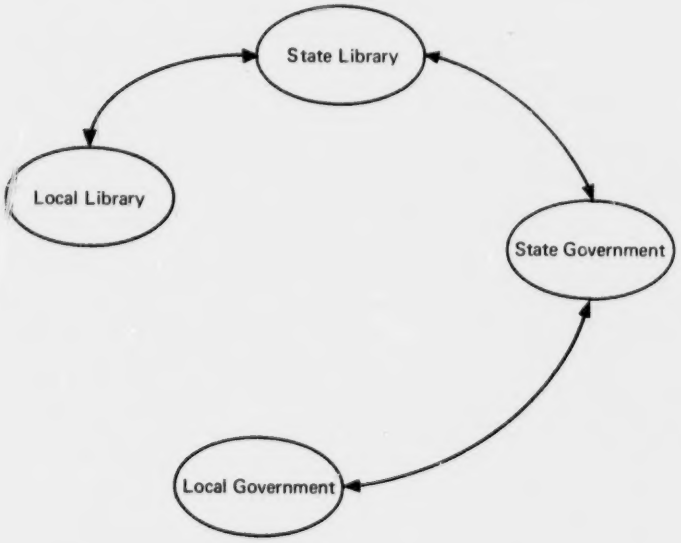
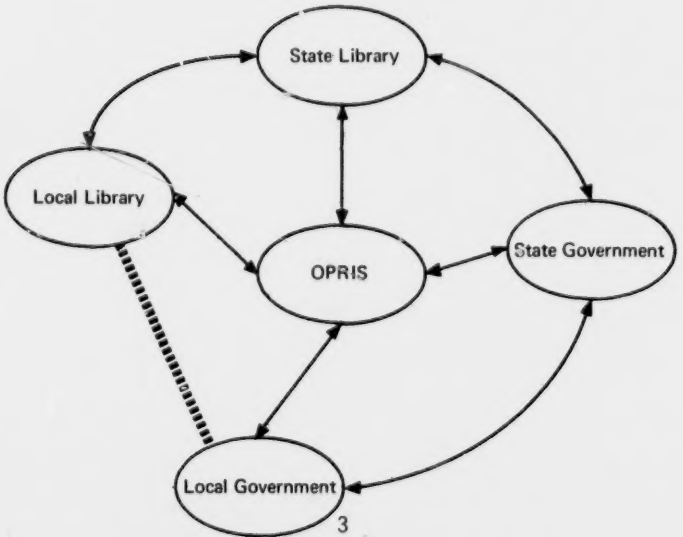


Figure 1C



and old hardware to move quickly to new modes."[6] "Some of the entrenched professionals do not welcom new markets, new techniques, new approaches to traditional services, new patterns of institutional and interinstitutional organization, or even potential new sources of revenue. A climate of receptivity to new influences will be at best a gradual development."[7] The basic thrust of the planning and operation of the research project reported here was to investigate methods of accelerating the development of that "climate of receptivity to new influences" in the emerging and vital area of networking, to which the Ohio library community has a recorded commitment and whose impact, if fully appreciated and realized, will create a new perspective - and a needed new opportunity - for public library services in Ohio.

OBJECTIVES

The Ohio Project for Research in Information Service (OPRIS) was designed to meet the following objectives:

Provide information and research aid, through existing library organizations, to government agencies and their staffs on municipal, county, and state levels;

Develop effective communication among libraries and government agencies by enlisting and encouraging their cooperation and assistance in satisfying information needs in the state;

Demonstrate a functioning model of an information network;

Collect data useful for the design, simulation and operation of a statewide multi-function reference and information network.

The Project experience indicates that if the objectives were to be considered sequentially listed, or listed by priority, the arrangement was in error. The objective listed second was shown to demand simultaneous attention; only then would there be opportunity to achieve the objective listed first.

The Project was further seen as a developmental tool with interfaces to major aspects of the Ohio Library Development Plan through its potential for contributing to

Strengthening the State Library's services to state government;

Providing a prototype and test model for a statewide information network;

Building a resource of immediate availability to the State's ALSOs (Area Library Service Organizations) as they become operational.

THE PROJECT ADVISORY COMMITTEE

The Project structure as proposed placed emphasis on the contributive role of an Advisory Committee of carefully chosen membership representing the affective elements involved: the target group, the libraries, the state government, the State Library, the library research aspect and local government. Page 3 of Appendix A gives the proposal viewpoint. The Committee appointed by the State Librarian met in accordance with the program schedule, and provided valuable inputs, as this report attests. However, of immediate day-to-day value were the contacts provided with the individual members of the Advisory Committee in their roles as knowledgeable professionals whose advice and cooperation were a constant source of help and feedback to the program. Appendix B gives the names and affiliations of the members of the Committee.

PHASING

The program plan called for an initial two-year project divided into four timed phases (with incremental overlaps following the first phase):

1. Planning and design - 6 months.
2. Initial implementation - 10 months.
3. Initial analysis and expansion - 12 months.
4. Detailed analysis and evaluation - 3 months.

Page 6 of Appendix A is a time/task chart of this planning.

The schedule was generally met as planned, with slight dislocations resulting from state government departmental reorganizations. There were also modifications in operational methods and emphasis as will be described below, born out of the feedback that began with the implementation in Phase 2 and which continued effective through the Project's life. (Project Costs, Appendix N.)

APPROACH: THE TEST BASE

To achieve a controllable test base for the several projected techniques, the model program was deliberately limited in scope. It was considered advisable to select, initially, a specific government function to be the targeted beneficiary of the program, and to restrict the number of participating libraries.

FUNCTION SELECTION CRITERIA

Criteria for government function selection were seen to be: wide penetration over the state, in large and small population and geographic areas; operating characteristics of a generally standardized, some what technically advanced nature; a tie-in between local and state levels in terms of guidance or control; and - of importance - a commitment from the state government level of that function to participating and cooperating with the Project.

CHOICE OF FUNCTION

The planning function of the (then) Department of Development was seen to fit the criteria for initial government agency selection. Following exploratory visits and discussions, arrangements were made for the Planning Division to collaborate, as expertise resource and as a "control" group for reaction testing of the model's operational tools. The Project schedule called for the Department

of Urban Affairs to come on board as the area for functional expansion in Phase 3; however, in advance of this phasing, the two departments were coalesced into a Department of Economic and Community Development; the Planning functions were realigned and integrated, and the phasing-in was therefore never specifically noted as a discrete event.

PARTICIPANT SELECTION CRITERIA

Original planning envisaged a Project which would be strongly supportive in terms of service to libraries, but dependent on the libraries' own activism in offering service to their clients. This aspect of dependency on the libraries' activism determined the following criteria for selection of the libraries invited to participate:

An expressed and demonstrable interest in serving government officials;
Collection size (to provide the required varied sample);
Location (to provide the desired geographic spread for the sample);
Expressed willingness to provide opportunity for staff involvement;
Previous record in utilization of interlibrary loan services (as an available, if crude, measure of activism in meeting client information needs. Blasingame does not credit interlibrary loan activity as a valid indicator of library interest in systems development.*)

* "Participation in interlibrary loan is not an indication of need or desire to develop systems of libraries in which maximum use of all resources may be realized. The smallest libraries whose clients might benefit most if the libraries participated in systems of service of all types, were quite unlikely to have systems affiliations." Ref. 1, p32.

CHOICE OF PARTICIPANTS

Thirty-two libraries were invited to participate in the information network specializing in the Planning subject area. The expectancy was that about twenty of these would accept. Thirty libraries did accept. The list of participating libraries appears in Appendix C; Figure 2 shows the spatial distribution over the state.

With the selection of the government activity to be serviced and the response from the invited libraries, a determination could be made of the size of the target clientele population and the degree of inclusion of the total client population achieved by the responding libraries. It also appeared to be of interest to determine the extent of the local library resources represented by the participants. The results of this compilation in pie-chart format are shown in Figure 3. The percentage discrepancy between planning units and the number of planners staffing those units is a measure of the activity in the larger population centers. The demonstrated power of the participating libraries was taken to reinforce the proposition that library activity is a facet of a general community orientation to progressiveness, of which planning activity is another facet. Where one is, the other can be expected to be found.

INITIAL EMPHASIS

In the original program plan, emphasis was placed on encouraging libraries to establish effective and continuing contact with governmental planning functions in the libraries' local service areas, assisting them to identify information needs, elicit requests, and provide appropriate library reference

Figure 2

OPRIS PARTICIPATING LIBRARIES

Figure 3A

TARGETED PLANNING UNITS

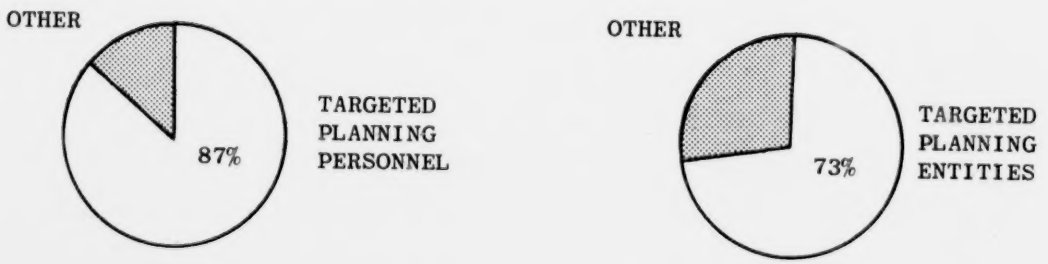
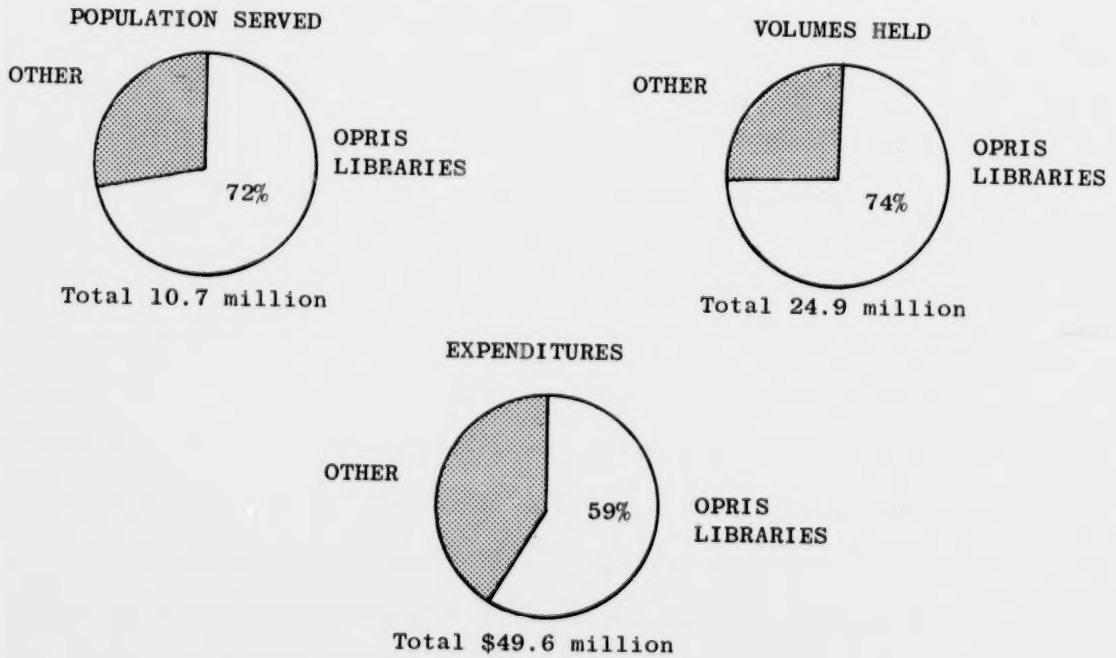


Figure 3B

PARTICIPATING LIBRARIES

(1971 Figures)



and information service. Assistance would be given the libraries in the form of news release formats adaptable to the libraries' practices, through give-away brochures describing the service, and through consultation with the libraries on ways of increasing the effectiveness of their solicitations to establish a continuing and increasing interaction between government client and library.

Conjoined with the program of library encouragement was the Project's responsibility to provide to the libraries the extensive research support and resource back-up that was anticipated to be necessary in order to reinforce and increase the interaction. Offers of service must be followed by performance if they are to be believed and responded to. Dean Jesse Shera has written: "Librarians have generally found it easier to promote than to produce - easier to create expectations than to develop a staff with the expertise to fulfill them."[8] It was vitally important to the Project's operation that it should be able to satisfy the expectations it was encouraging the libraries to create. The Project itself had to be a paragon of the service level it was urging its participating libraries to achieve.

Information service was defined as prompt and responsive provision of information and data - substantive answers to questions - either provided by the Project mechanism directly or through referral to experts put into direct contact with the questioner. The Project's basic in-print resources for the support required were the collections and the connections of the State Library; the Department of Economic and Community Development offered expertise and experience depth in the subject area, and other state departments and agencies were to be tapped

as necessary for the materials, data, and referrals required to answer the questions passed up to the Project through the participating libraries.

The service was not intended to be oriented to interlibrary loan. Research on precedent "reference" networks, which were primarily interlibrary loan systems impressed the Project staff with the emphasis on standardization, evidenced by constraints embodied in the forms and the procedural and coding instructions. More attention appeared to be paid to the operation of the machine than to what the machine was for. It may be that the problems of coordination and accountability, both among libraries of a cooperative and within the individual member library itself, came to loom so large before project leaders' eyes that exquisitely detailed procedures were found to be the only way to ensure operation. But, as the Project's Advisory Committee pointed out, complexity discourages use.[9]

OPRIS Project operational planning, therefore, stressed the desirability of a consistent simplicity in the operation of the communication links between participant and client and participant and the Project, and of minimal record-keeping responsibilities on the participant's part. Since talking is both more direct and faster than writing, telephone use was encouraged and subsidized. It was thought, also, that an easy conversational basis would clarify and bring into focus more quickly questions whose answers could be more fact and data-oriented than forms or letters would permit. The Procedures Manual for the member libraries was written to highlight this simplicity and directness. (The Procedures Manual is included as Appendix D.)

Importantly, the Project undertook to use its best efforts on any question submitted to it by the participating library: the question from a library was its own validation. The intention in the subsidization and encouragement of telephone communication and the "no limits" to the Project's response was two-fold: to provide a counter-thrust to a library's tendency to limit its search for answers to its own resources only; and to demonstrate the time-value of an answer in fostering subsequent reliance on the agency the answer comes from.

OPERATION

THE FIRST OBJECTIVE: PROVIDE INFORMATION AND RESEARCH AID TO GOVERNMENT AGENCIES AND THEIR STAFFS ON THE MUNICIPAL, COUNTY, AND STATE LEVEL

The objective identified three levels of target personnel for the services to be provided: municipal, county, and state. As part of the Project plan, direct service to the state level was to be offered by the Project staff acting in the persona of the State Library of Ohio. Thus the pilot experiment as a whole had within it its own pilot experiment - a discrete group whose servicing responsibility was the Project staff's, and whose response to the service could be used as an index to the performance of local level libraries. (The presumption here, of course, is that the Project staff would build further on the already present relationship between the State Library and the Department of Economic and Community Development to represent the very acme of activism in information service offers and delivery.)

OPRIS split this first objective in two by definition into a task with two components - one, initiative in providing information; the second, responsiveness to requests for information.

PROVIDE INFORMATION: ABOUT WHAT?

The Project saw the initiative to provide information as having an underlying research requirement: to research the user himself and his interests as a practitioner, in order to understand the type of information whose supply would meet his needs. This implied anticipatory actions on the Project's part; to be

effective such actions had to be accurate.

The research on the user based itself on a hypothesis that development planning personnel, at whatever level of operation in government, shared similar professional and technical subject interests, that there was indeed a degree of standardization in the discipline, and that therefore the criterion for selection of that governmental function had been met. Since OPRIS had available to it a pilot group in the Planning Division of the state's Department of Development, this group was used to help shape an interest profile that would reflect the group's interests and be the pattern to which the Project would cut its information hunt. Test profiles were compiled from discipline-based thesauri, classification schemes, subject indexes, etc., and submitted to Planning Division personnel for scoring and comment on fit.

The resultant vocabulary was the basis for the first searches against the Ohio State University Libraries' Mechanized Information Center current awareness tapes. Repetitive scoring of the outputs, and modification of the vocabulary as a result of the scoring, as well as progressive refinement of the search logic at the MIC, brought the relevancy scores for the citations produced for the pilot group to 93%. (The search vocabulary in its latest version is included as Appendix E.) The increases in specificity during this refining exercise were dramatically demonstrated by the decreases in computer output per run: from an initial deluge of 3200 citations to a final average of about 220.*) The test of the hypothesis was made through survey of planning personnel

* All 220 scoring high in relevancy - but how many other actually relevant citations did the increasingly specific filtration keep out?

in the field; the survey reached 800 persons in government planning and development agencies at other than state levels, operating in the service areas of the participating libraries; these 800 had been receiving the Project's ALERT - a current awareness service compiled from the MIC output - for six months. The survey produced a 13% return that showed the clients in the field judged 86% of the items announced to them as relevant.*

The results appeared to verify the hypothesis, and to reinforce the Project's working assumption that there was a commonality of interest and similarity of reaction from both groups, and that provision of information that increased interaction and communication with sources of service in the pilot group would work similarly in the field.

PROVIDE INFORMATION: TO WHOM?

In the OPRIS Procedures Manual, in conformity with the principle of least complexity established in the planning phase, there was deliberate omission of a requirement that the participating library report on the questioner when relaying a research question to OPRIS. However, characterization of the population served was accomplished through a user survey sent directly to users, to be sent directly back to the Project headquarters. The user list was compiled originally with the help of state Development Department planners, and was built up from planning agency directories, association lists, commission and committee rosters and other sources. Each community's listing was pro-

* The Project has not measured the degree to which ALERT items have pertained to a specific problem which a planner may have had. Pertinence is defined here as a sometime property of relevance: relevance denotes association, a positive relationship; pertinence adds, in addition, a specific connection.

vided to its public library for checking and updating, additions, deletions - or suggestions. As analyzed from the survey returns, the client population of a little more than 1000 breaks down as shown in the Table I (p. 19).

The second segment of the assignment given by the first objective defined itself as a support function: the provision of responsive help on specific problems. This entailed uncovering and supplying the quantitative or qualitative data answering the problem, or establishing that the required answer is not available in relevant form and must be worked up from scattered sources, or connections from the questioner to knowledgeable sources must be effected, or procedural suggestions given.

Table II (p. 20) categorizes and counts Project staff research aid transactions as defined above, for the 15 month period from January 1972 through March 1973. Not counted here are actions taken in response to requests generated by the ALERT current awareness service discussed later, to inter-library loan requests transferred to the State Library for action, or to too many cursory contacts on the state level to be counted. Also not included are the questions responded to by the local libraries without recourse to OPRIS. The Project has been unable to get a valid fix on the ratio of these independently handled requests to those referred to OPRIS; the libraries do not keep records that would permit this.

Table III (p. 21) gives a rough characterization of the subject areas of these research aid requests: using as a grid the subject breakdown of the OPRIS Basic List of Useful Books and Reports[11] and arbitrarily fitting the questions

TABLE I

SELF-CATEGORIZATION OF OPRIS CLIENTELE

50% – work in regional planning groups and agencies.

33% – identify themselves with counties; however, more than half of these also checked the "regional" box since a comprehensive planning agency for a single county can also take on a "regional" character.

28% – check the "municipal" box; more than half of these also affiliated themselves with agencies that have county and regional planning responsibilities.

17% – are identified as state employees. Even here, though identification of the employing agency is positive, there is a wide range covering the single and multi-county regions and various arbitrary "districts", with which state employees identify their assignments.

Note 1: The double checks in the survey boxes cause the total to add up to more than 100%. The figure for the state level is firm, however, and a study of the affiliations of the others gives this general picture: 17% state + 70% regional + 13% only county or only city= 100%.

Note 2: Interestingly, 80% of all planners, state and non-state, describe themselves as professionals; 8% of the total are appointees – none of which are professional planners; 3% are elected officials. In the 10% or so who do not characterize themselves as professional, elected or appointed, we have been able to identify quasi-official clients such as local Urban League, League of Women's Voters and Chamber of Commerce personnel.

TABLE II

CATEGORIZATION OF RESEARCH AID PROVIDED BY PROJECT STAFF

Requests for search for quantitative data (supplied by special compilations, copied extracts, etc.)	208
Requests answered by search for, identification, and provision of specific report or map.	56
Requests answered by search for, identification, and provision of materials relating to specific subject coverage. (Other than ALERT citations).	78
Requests answered by identification of and transfer to a resource person – a "referral".	22
Requests answered by information obtained through phone contacts with knowledgeable personnel.	40
Requests answered by special bibliographical compilations as a product of regular computer-tape and catalog/index searches.	124
Total Project Reference & Research Assignments	530

Note 1: In addition, a continuous, selective dissemination program was carried on in several areas of interest to state level planners who requested such service. Among these areas are: the energy crisis, governing of new towns, scatter-housing (that is, subsidized housing not in development blocks), mobile homes, the economies of scale. Such OPRIS service was counted as units in Special Bibliographical Compilations number, but is not a true weighting of the on-going operation, and provided more than reference lists.

Note 2: These records are independent of the questions from OPRIS state level "clientele" handled by the State Library Reference room since the move out of the State Library of the OPRIS representative to the Project office in July 1972.

TABLE III

SUBJECT DISTRIBUTION
PROJECT STAFF RESEARCH AID ASSIGNMENTS

SUBJECT AREA	Research Questions Referred By Public Libraries		Research Questions Asked By State Government		Percent Totals
	Number	Percent	Number	Percent	
Economic Analyses	47	8.8	60	11.4	20.2
Environment	17	3.3	3	.5	3.8
Health, Education, Welfare	49	9.3	20	3.8	13.1
Housing	19	3.6	3	.5	4.0
Land Use and Zoning	26	5.0	29	5.5	10.5
Planning	28	5.2	10	1.9	7.1
Planning for Recreation	28	5.2	4	.7	6.0
Population Problems	28	5.2	3	.5	5.7
Transportation	11	2.1	1	.2	2.4
Urban Administration	34	6.4	1	.2	6.7
Urban Government & Politics	13	2.4	1	.2	2.6
Urban Renewal	4	.7	1	.2	1.0
.....Miscellaneous	73	13.8	17	3.3	17.1
TOTALS	377	71.2	153	28.8	100.0

Note: Some of the imbalances in the Table III distribution of questions between state level and local sources are self-explanatory – in Urban Administration, for example. But Planning for Recreation shows an imbalance that may not be clear at first sight. The reason is that while both state and local planners have recreational planning responsibilities, the local planners do not have the funding-sources information that that state planners have – and this is what they asked OPRIS for. The same holds true for questions totalled against Environment. Also, the state department's access to census tapes answered their own Population Questions (and some of the questions referred to OPRIS). In Economic Analysis,the state's questions were highly technical; local level questions were only less so – often on purchasing power, income levels, retail sales volumes of comparable communities or development projects, apparently seeking values for insertion into calculation matrixes.

Note: Appendix M provides some examples of types of questions asked.

into the slots, research aid transaction counts are given as well as their distribution by percent of the total.

Table III appears to report that the state level planners who comprise less than a fifth of the customer population made almost one-third of the total demands for research aid on the OPRIS staff from all the participants combined. While this would appear to be a comforting confirmation of the effectiveness of aggressive marketing, such a conclusion would not be completely supportable from the data supplied by Table III.

As has been mentioned above, the figures reported from the local libraries include counts only of research aid requests referred to OPRIS because they were not answerable - or promptly answerable - from the library's own resources.

For most libraries, the time pressures do not allow for records by subject or source of the reference or research aid questions put to them. (OPRIS procedures recognized and tried to accomodate for this, but with little success.) Thus, estimates of OPRIS-related or -generated research aid provided at the local level are either unavailable or undependable.

In the State Library itself, there was no mechanism for identification of the "walk-in" research aid requests as OPRIS-inspired. Some of these requests were turned over to OPRIS to make the specific in-depth research required; these have been counted. But, it is clear that state level personnel made no distinction between OPRIS and the State Library and asked for service from whomever was first encountered.

THE SECOND OBJECTIVE: DEVELOP COMMUNICATION BETWEEN LIBRARY AND GOVERNMENT AGENCY

By early spring of 1972 it was becoming quite clear that the sequential statement of objectives could not be taken literally as step by step directions or as a cause and effect relationship. What seemed to be required was simultaneity. Provision of information could not be achieved without effective communication, nor vice-versa. The vital linkage between the two was manifest to Project personnel soon after the implementation phase was entered. It was embarrassing to realize that although the Project professed unorthodoxy, it itself apparently still contained an element of the traditional library doctrine that a useful service offered will, by its own virtue, come to be used.

INITIAL APPROACH

Originally, and properly, the "communication" of the second objective was defined in the program thinking as library/government interaction. Initiation was seen as a library responsibility, and a degree of aggressiveness was required on the library's part. In meeting with the participant librarians during the planning stage, the Project emphasized the importance of commitment to the program, not only in readiness to be of service when called upon for service, but in active solicitation of opportunities to be of service. It has been demonstrated by any number of precedent projects that use of a service is not guaranteed by its existence. It must be presented, advertised, pushed - in a word, sold. Of late, it has even become quite proper to speak of "marketing" library services without exciting total antipathy.

OPRIS/LIBRARY COMMUNICATIONS

INTRODUCTORY MEETINGS

A series of three orientation meetings for staff of the libraries participating in the OPRIS Project was held September 30, October 6, and October 8, 1971. Present at these meetings on the OPRIS side were members of Battelle's Columbus Laboratories and representation from the Planning Division of the state Department of Development. Cleveland Heights-University Heights Public Library was host for one of the meetings. The others were held at Battelle-Columbus. Intent of the meetings was to present the Project concept and operating philosophy, to demonstrate the Department of Development's interest and involvement, to provide opportunity for participant contributions to the Project structure, and particularly, from all the foregoing, to get commitment to a genuine collaboration in the Project operation.

A substantial packet of documents provided by the Development Department was supplied to each library as a very basic planning reference nucleus.

CONTINUING INTERACTION

The telephone was the basic communication tool between OPRIS and the libraries. An in-WATS line to the OPRIS desk at the State Library and with tie-in to the OPRIS office was activated January 1, 1972. The libraries were provided with the number and encouraged to make unrestricted use of the line. Prompt response to research questions was achieved with the use of the interconnection with the state's WATS and switching facilities. The library

interviews and letters have demonstrated the value of the personal concern and assistance demonstrated by use of this person-to-person communication medium in building confidence in the network.

However, the climb in the curve of participant-initiated telephone use appeared to be too gradual to warrant the basic and irreducible expense of WATS. The money was considered to be better spent in motivating clientele into the library through media affording direct contact with them. In June, therefore, WATS was discontinued in favor of credit-cards issued to the libraries. This preserved toll-free calls to OPRIS and maintained the personal contact and speed of response felt to be mandatory, while reducing the cost to calls actually made.

General, informative contact with the libraries was made through Bulletins and normal correspondence. The tone was informal and cooperative throughout. Examples are included to show the open invitation to input and feedback from the libraries. (See Appendix K)

EXPOSURE

Throughout the active phase of the Project, OPRIS staff participated in and attended meetings and workshops where the OPRIS "story" was told. The director presented an analysis, progress report, and discussion of OPRIS for the OLA Central Region meeting in the spring of 1972. He also participated in a SLA workshop on networking. OPRIS staff was represented on a panel for State Library Standards and Planning Workshops, and participated in two OLA public relations workshops.

Battelle and the State Library co-sponsored a two-day seminar November 9-10, 1972 on Cable Communications for Information Transfer: Library Applications. OPRIS staff helped plan, coordinate, moderate and evaluate the seminar, which dealt with an area of potentially great importance to libraries.

OPRIS staff also acted as resource persons, along with representatives from the Department of Economic and Community Development and Battelle, for OPRIS/library sponsored meetings for planners in Akron and Middletown.

Although these exhortations to activism seemed to have been taken in stride by those present at the library group meetings, and in librarians' individual meetings with Project staffers later, it became apparent after a few months of Project operation, that, barring some exceptions, library initiative did not constitute the aggressive marketing desired. Funding and personnel resources, requisite ingredients in a success-mix, were not necessarily lacking or not to be found; what was in short supply was the equally requisite willingness and/or understanding to commit them to become familiar with government planning approaches and problems and to penetrate deeper and more actively into the more fundamental and longer range community affairs.

This was not the case for the Project staff operating as an extension of the State Library and seeking interaction with state level personnel. Here the ingredients were designedly present, and the focus on development of relationships more intense than is generally possible in the usual public library trying to be everything to everybody. The result in the state level case

was an intensification of communication between agency and library in a measurable, quantitative sense, and a less accurately measurable but distinctly felt change in the view of the test group toward the library.* For the Department of Development, the State Library has become an extension of its own department, a colleague and co-worker, an actively interested and participating research partner.

* Such an evolution of attitude is an example of what is often reported in the more abrasive library literature; that users expect from library service no more than what they have become accustomed to receiving. The corollary must be that an upgrading of service leads to the expectation of, and ultimately to support for such higher grade service. This is what is happening in the State Library/Department of Development relationship.

MODIFICATIONS

By early spring of 1972, it appeared that the original plan, where the Project was to help, but depend upon, the libraries' own service marketing efforts - would not markedly achieve the second Project objective. As previously stated, there were exceptions, both in those libraries where the Project was seen as a resource adjunct to an already offered service; and in some smaller communities where the library and its librarian were already deeply involved and active in community development, and where OPRIS services and the increased information potential they offered were embraced with enthusiasm. But generally the criterion for library inclusion in the network of an "expressed and evident interest," as well as the criterion based on heavy use of inter library loan were not proving to be a valid predictor of aggressive action.

The creation of the market for an information service to local government agencies leading to the library/government interaction desired, thus appeared to be the responsibility of the Project itself. There was little question that the libraries would respond to the demands made on them, though they might not seek to create them through marketing effort. Current sales, speaking commercially, were slow; hoped-for quotas were not being reached. There was, also, the question as to what, exactly, should the quota be - against what standard should successes or fall-shorts be measured? "Events" could be counted, but what would such a count mean?

Approaches to solutions to these problems were developed out of the

field of marketing research. The activity-index generated by the state level personnel served by the Project staff could constitute the norm against which to establish expected "sales quotas" for the field. It had been hypothesized and demonstrated (p. 16 ff) that the two populations had a common range of interests and a common language, constituted one market. Equal effort should produce equal results.

For the purpose of stimulating activity in the field, it appeared to be necessary to devise a mechanism for generating an impulse toward the library in the customer-planner himself. Each customer-initiated contact with an OPRIS library could be counted as an opportunity for development of communication and interaction with an individual who was in most cases hitherto a non-user of the library. Iteration of the stimulus would be the Project's responsibility, but reinforcement of the response through effective and interested service would remain a joint responsibility of the library and the Project.

THE OPRIS ROLE DILEMMA

Motivating the planner toward the library required some form of Project contact with the planner. This posed a conflict with the original role of the Project, which was to remain invisible to the local level service-consumer: the local library was to have been the only visible agent and direct beneficiary of the good will that might be generated. This was one of the important considerations in Project planning.

Yet, there were indications that Project visibility may not have been undesirable. The Akron Public Library, for instance, which was active pre-OPRIS, made intensive use of OPRIS facilities to increase its service capabilities to its local planning agencies. As part of its marketing effort, it held meetings for planning agency members, to which OPRIS staff members were invited. The open presence and participation of OPRIS at these meetings was reported to have the effect of putting the planning people "into much closer contact with Akron Public Library now than they might have been had the meetings with OPRIS not been held."[10]

Studies of the pros and cons of the Project role produced the following alignment of arguments:

OPRIS AS A "SERVICE CONCEPT"

Advantages:

1. The network does not interfere with, or dilute the influence of, the local library in its relationships with local government workers, technologists, and businessmen.

2. Network is not pressured to answer all questions from thirty communities, but only those questions which can not be answered on the local level, thus allowing it to concentrate on certain difficult planning problems.

Disadvantages:

1. Publications and public relations prepared by OPRIS must be produced in the names of 30 different libraries, or at least a way must be found for those libraries to individualize such publicity. This is more expensive, time-consuming, and complicated.

2. It is difficult to publicize the existence of the network without publicizing the network itself, and this type of publicity may result in a nebulous, confusing, "now you see it, now you don't" image. Sometimes, a low profile is no profile.

3. By always including the local library in the channel between client and resource center, you may be increasing the time it takes to answer a request, and the possibility of incorrect transmittal of the original request or the answer. Also, anything more than a simple request/answer conversation is made more difficult.

OPRIS AS A "VISIBLE ENTITY"

Advantages:	Disadvantages:
1. The service gradually establishes itself as a resource offering state-wide access, and gains recongition, prestige, and users. The Development Department can more easily push the use of the system to local planners. Publicity is simplified and costs lowered.	1. The service may interfere with an emerging relationship between local government and the local library, or dilute and overshadow the efforts of the local OPRIS member.
2. Future integration of the system with other working networks is facilitated, since only one interface between networks is required.	2. The service may pre-empt activities better done on a local level.
3. The time required to respond to a request is reduced, and direct communication between client and OPRIS librarian is possible, thus allowing the active seeking out of problems and needs tangential to the original request.	3. The service may become too state-Development- Department-oriented if it does not function actively enough through the local libraries and may lose touch with local planning problems and needs.

CURRENT AWARENESS BULLETIN (ALERT) DEVELOPMENT

At the Spring 1972 meeting of the Project's Advisory Committee, where the matter of library and customer motivation was discussed in great detail, the consensus was for a direct-mail current awareness bulletin, issued in the name of the local participating libraries as members of a special service grouping, and directing the addressees to their local library (the library to be named, and the telephone number given) for the materials and services advertised. Also discussed was the implied requirement - on the local library's part and by extension on the OPRIS Project's part - to supply to requestors what the current awareness service announced. A preliminary probe of a sample of

planning personnel had given the Project director the impression that a current awareness service would be accepted on its face value - that is, an announcement of what is new and exists but is not necessarily immediately available. But, the Advisory Committee was strongly of the opinion that in OPRIS, effectiveness of this tool in motivating interaction between recipient and library was a direct function of satisfying the demand the tool was designed to create. The Advisory Committee was right; the discomfiture of the Project in not being able to produce what the first issue of its publication was assumed to promise was a strong corrective. A list issued by a library, or under the auspices of a library, is perceived through long habit as a record of what the library has, no matter what the disclaimer on the library's part.

It had been planned that participating libraries would have or would acquire the basic materials to constitute a working reference collection in the targeted planning field, and the Project had prepared reports and lists[11,12] early in the Project to aid and advise the libraries in doing this. The current awareness service bulletins were scheduled for release to the OPRIS libraries in advance of direct-mailing, so that the libraries might acquire the material they would need to answer requests to them triggered by the bulletin. But in neither case - basic materials or current awareness announcement materials - did many of the libraries make the necessary procurement. Although this paucity formed the requestors into queues and posed problems for the Project and its State Library resource (the Advisory Committee had foreseen this possibility), the necessity to refer most requests to the OPRIS Project office gave added opportunity to analyze the effectiveness of the OPRIS ALERT current awareness

bulletin as initiator of government/library communication.

At both local and state levels it had been the Project's assumption that the libraries involved would acquire the additional materials needed. Since this did not turn out to be the case on the local level, the State Library had to carry the load. The requirement to be in a position to supply what was so widely advertised put marked pressure on the acquisitions machinery of the State Library as the Project's basic supply agency. It became clear that the normal no-deadline pace for collection development would not be effective in the OPRIS situation, where the procurement lead-time was defined by bulletin publication schedules. The undependability of publication schedules, and inaccuracies in citations provided by tape services and indexes also provided service complications. Once the requirements for expedition were clarified, however, the State Library gave OPRIS procurements attention and priority and the material was generally available when advertised. By the fourth issue of the ALERT, the problem had been solved, as Table IV (p. 34) shows. The problem of prompt and simultaneous supply to many requestors was met on a pragmatic basis by procurement of two copies of each announced publication - one for the State Library's primary customers on the state level, and one for OPRIS circulation to the field. Most of OPRIS's circulation to the field was done through give-away copying after that was seen to be the only way to avoid the delays that would result in sending materials out on loan and waiting for them to come back, and then go out again. It was well understood that delay is directly related to the principle that satisfaction with a service is a function of the time it takes to deliver that service. In the case of books, dissertations,

TABLE IV

ALERT RESPONSES - ELEVEN ISSUES

ALERT NUMBER	1	2	3	4	5	6	7	8	9	10	11	Total as of
Issue Date (1972-1973)	4/24	5/29	6/26	7/24	8/28	9/25	10/24	11/28	12/29	1/29	2/26	3/31/73
Total Responses	78	48	45	79	69	58	74	51	28	41	67	637
State Government	47	16	20	50	30	18	32	20	9	28	31	300
Libraries	31	32	25	29	39	40	42	31	19	13	36	337*
% of total from Libraries	40%	67%	56%	37%	57%	69%	57%	61%	68%	32%	54%	52.9%*
Percent fullfilment delayed by late acquisitions	8%	17%	16%	5%	1%	2%	0%	0%	0%	0%	0%	

* These counts include a number of requests which were made direct to Project headquarters by the planners themselves. This anomalous situation arose through:
  a. Librarian suggestions to clients to go to OPRIS direct
  b. State level planner word-of-mouth to local level planners
  c. Columbus area local level planners working through state level contacts

Wherever possible, supply of information to planners was made via local library, however request was received.

etc., and other lengthy material, tables of contents and summaries were promptly supplied with the promise that copies of sections of special interest could be provided at once if the need was urgent. This arrangement resulted in a multiplied copying load and expenditure, but went far to keep the network responsive.

"MARKETING" ASSUMPTIONS AND RESULTS

ALERT was mailed to a total population of about 1000, whose make-up has been described in Table I (p. 19) earlier. By its nature, the direct mail industry would classify this mailing list as a "qualified list"[13] This term denotes a list containing only names known to have an interest in and the capability (financially, or other-connection-wise) of procuring what the mailer is offering. In a "blind" mailing, the returns are considered up to expectation if one or one and one-half percent of the mailees respond. In a "directed" mailing - that is, one based on mailees for whom there is record of some previous response on a roughly related offering, the expected return is 3 to 4 percent. But in a qualified market such as that for the OPRIS ALERT, a properly designed mailing piece is predicted to penetrate to a depth of 8 to 12 percent. That is, one can expect 8 to 12 responses, not necessarily sales, for every hundred pieces mailed.

The pilot group of state level employees was of course included in the ALERT mailing program, in the expectation that it could provide a norm against which to measure local penetration, and as a further check on interest commonality between state and local levels. However, that test group showed responses soaring far above the levels predicted by the direct mail experts and even farther above the results from the field.

Figure 4 (p. 37) shows that state level response to ALERT issues ranges from 6 to 33 percent; the average over time is better than 19 percent. But, response from the field ranges from only 2 to only 5 percent - about what would be expected from a less rigidly "qualified" list. Table IV (p. 34) provides an issue-by-issue breakdown of responses by state and local origin for the first eleven issues, to March 31, 1973.

In the case of ALERT, OPRIS is justified in ascribing a major portion of the credit for the state level's statistically exceptional performance to the reinforcement provided by the on-going liaison of the Project staff with that state group. The ALERT was at the very least a reminder of the availability of personal attention from the library staff, and itself a stimulus for contact. In another sense it was a demonstration of the power of a not particularly artful medium if the recipients are already well-inclined toward the source. Synergism was working here. (Appendix J is a copy of ALERT 12.)

What appears here is a case where 17 percent of the clientele has made almost one-half of the total requests. If the mail order experts' average predicted 10 percent return for a "qualified list" of field clientele were to be taken as the expected return, the total local response figure should have been around 800 from the first eleven issues of ALERT instead of the 337 reported in Table IV.

What happened to the 475 or so responses that did not surface? Figure 5 (p. 38) graphs this apparent deficit.

Figure 4

ALERT MARKET PENETRATION FOR ELEVEN ISSUES,

Shown as Percent of Total Populations Addressed

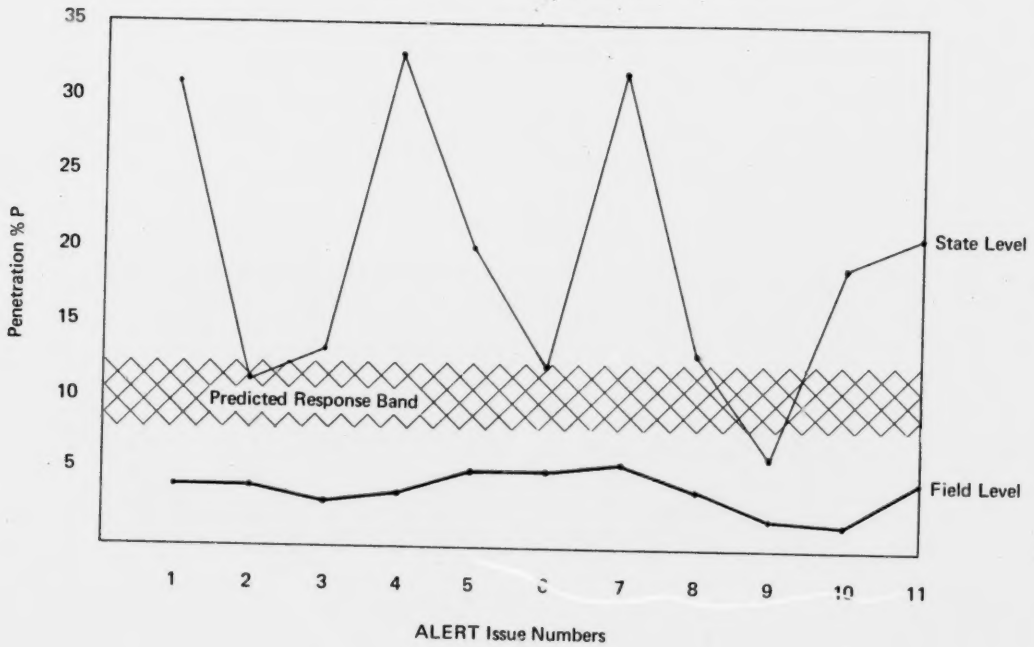
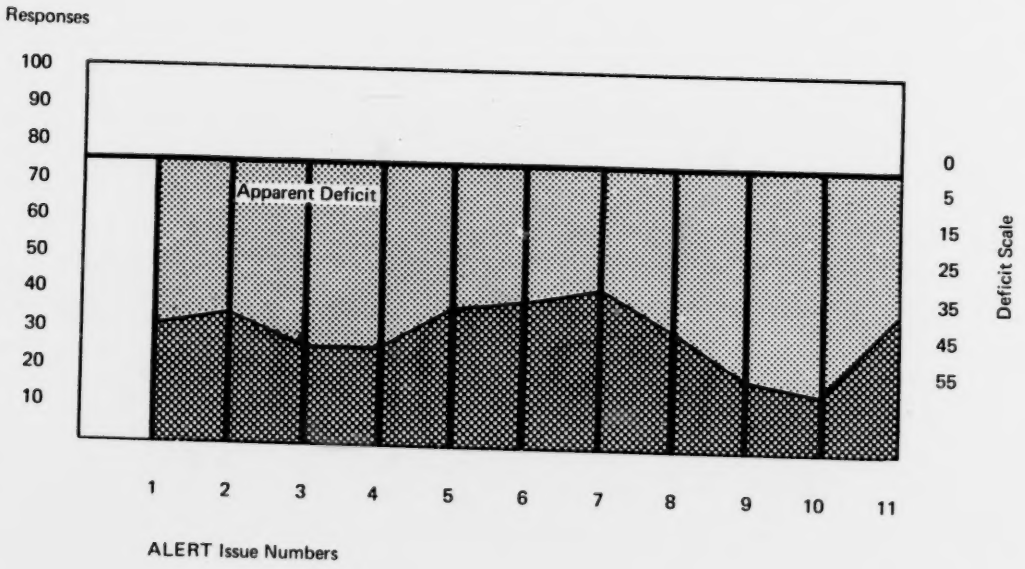


Figure 5

ALERT OPERATION

FIELD LIBRARIES

FORECASTED RESPONSES VERSUS ACTUALS



A worst-case explanation is that the local libraries ignored the requests generated by the ALERT. But the results of the survey made of the field clients in answer to the question addressed to this point gave the local libraries a better score than the State Library: 80% report that their library is Always responsive to their requests for ALERT items; 20% report Sometimes; there were no Nevers reported.*

A better explanation appears to be that some of the libraries are providing some of the required response through their own resources. If we check the high planner-density locales from whose libraries we would expect at least the 1:1 ration of requests per planner that the 10 percent return prediction promises - and which the state level considerably exceeded - we find that except for Columbus (for whose case see note to Table IV), it is in the high-planner-population cities, with the active larger libraries, that the ratio calculations show the greatest discrepancies.

To illustrate this point, Table V (p. 40) ranks the libraries participating in OPRIS by total volume holding in 1971; as a general indicator of level of activity, circulation figures for that year are given, and a calculated turn-over ratio. The number of planners on the OPRIS mailing list in each library's immediate service area is posted, the number of ALERT-generated referrals to OPRIS, and the planner/referral ratio experienced.

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* The State figure was Always, 72%; Sometimes, 24%; Never, 4%; this means that for each issue of ALERT, slightly less than one member of the state group of about 250 did not receive the service he expected. The state level's relative displeasure is interpreted in the light of its heightened sensitivity, and buttresses the validity of the footnote on p. 27.

TABLE V

Ranking of OPRIS Libraries

LIBRARY	VOLUMES 1971	CIRCULATION 1971	VOLUME TURNOVER	OPRIS MAILEES	ALERT REFERRALS TO OPRIS HEADQUARTERS	EXPERIENCED PLANNER/REQUEST RATIO (X:1)
Cleveland	3,273,948	4,212,844	1.29	80	12	6.5:1
Cincinnati	2,787,258	5,628,513	2.02	94	25	3.5:1
Toledo	1,267,058	2,762,514	2.18	35	15	2.5:1
Dayton	1,194,526	3,681,884	3.08	36	2	18:1
Columbus	1,038,533	2,859,691	2.75	113	88 **	1.5:1
Akron	759,545	1,823,083	2.40	42	23	2:1
Youngstown	612,306	1,471,039	2.40	37	16	2.5:1
Canton	383,252	1,238,586	3.23	30	14	2:1
Cleveland Hts/ University Hts	244,508	881,553	3.61	*	5	
Mansfield	204,581	468,364	2.29	16	8	2:1
East Cleveland	203,091	231,375	1.14	*	1	
Lima	193,405	497,070	2.57	24	7	3.5:1
Lancaster	161,703	251,742	1.56	2	7	.3:1
Chillicothe	146,839	682,977	4.65	13	0	
Portsmouth	137,298	343,927	2.50	12	0	
Elyria	110,386	335,092	3.04	9	0	
Middletown	144,199	369,164	2.56	82	4	20.5:1
Marietta	100,533	307,925	3.06	12	5	2.5:1
Troy †	100,016	255,569	2.26	6	0	
Martins Ferry	100,781	257,355	2.55	12	0	
Findlay	83,971	240,665	2.87	19	0	
Coshocton	73,601	166,085	2.26	8	0	
Marion	71,589	226,934	3.17	12	4	3:1
Gallipolis	62,703	159,386	2.54	9		
Salem	61,619	144,262	2.34	4		
Lebanon ††	57,833	168,595	2.92	11	15	1:1
Wilmington	56,928	145,493	2.56	7	2	3.5:1
Celina	45,800	110,671	2.42	11	1	11:1
Millersburg	36,120	163,150	4.52	20	2	10:1
Clyde	21,215	48,329	2.28	2		

* Combined with Cleveland mailings

** cf note to table IV, p.

† Troy (Miami etc.) was contractually constrained to use Dayton as resource for all planning oriented questions

†† On its own small scale this reaches state activity levels

In the Columbus case, there was admitted total dependence on OPRIS for supply; its close approach to the predicted referral ratio is significant. Middletown Library, on the other hand, a library deeply involved in community development, whose recourse to OPRIS for research aid was heavy, made the least use of OPRIS to satisfy its ALERT requests.

It could be expected that the user survey would show up frustrations experienced by the client population in answering the question: Are you getting the items you ask for in time for desired use? Answers to this question from the local segment did not appear to reflect such frustration: 78% answered Yes; 18% said the materials came late, but were still useful; only 4% said receipts were too late.

A user survey question with important impact on estimation of degree of achievement of the communication-intensification objective was this one: Has ALERT stimulated any additional contact with your library? In the state group, 19% of the responders stated Much; local, only 5%; both groups agreed closely on Some degree of stimulation: 74% state, 73% local. Only 7% of the state, but 22% of the local clientele stated that the stimulus provided by ALERT was None. (The complete survey returns are presented in Appendix F.)

Survey results at several stages of development were of course reported to the participating libraries via the OPRIS Bulletin. (Appendix K is an example). The early almost unanimously favorable returns were received skeptically by the Project staff as too good to be true, especially in the light of the procurement delays that had lengthened response time. But the returns continued to maintain

the high opinion of the service. As reported, the procurement and response elapsed-time cycle had been compressed, which undoubtedly defended against user disappointment, but another unexpected asset also surfaced. This was the unanticipated long life of the ALERT issues. It had been assumed that ALERT would elicit prompt action by the recipient or no action at all. This is in accord with the findings of direct mail campaigns: "half-life" is quite short, the peak arrives quickly, and residual effects are very slight. ALERTs, however, appear to have been kept by the recipients as a useful file resource, and to have been ordered from over a relatively long period of time. Master copies of past ALERT items were available in file, and response could be immediate; this reinforced favorable opinions.

ALERT retention was more or less expected from the libraries, and some of this delayed action is reported to have come from user scanning of library file copies, but most such requests originated in the planning offices themselves. Table VI (p. 43) is a compilation of the ALERT requests for the first 11 issues as they cumulated over time.

As part of its inquiry into user interests on a continuing basis, the Project staff conducted an analysis of the ALERT requests by subject. The allocation of subject category to the individual ALERT item was approximate - that is, no deep indexing was undertaken - but was satisfactorily accurate for the purpose. What was shown, over the period of ALERT activity, was that reading interests as stimulated by the current awareness bulletin were quite different from the composite of research aid requirements reported earlier. This difference appears to be applicable to both the state level and the local

TABLE VI

ALERT REQUESTS OVER TIME– PER ISSUE

Issue No. & Issue Date	Cumulative Requests as of Dates Given (1972-73)				
	6/30	9/22	11/3	12/22	3/31
1 (4/24)	73	73	73	78	78
2 (5/29)	36	37	46	48	48
3 (6/26)	15	42	45	45	45
4 (7/24)		55	64	70	79
5 (8/28)		44	62	66	69
6 (9/25)			34	53	58
7 (10/24)			46	71	74
8 (11/28)				36	51
9 (12/29)					28
10 (1/29)					41
11 (2/27)					36

level clientele. Some discrepancies can be expected from the different perspectives from the two levels: water/sewage/sanitation, for example, shows four times more response from the local level than from the state level. Table VII (p. 45) lists the subject breakdown, the requests falling into the subject categories, and the percent calculations. It should be noted that this is a counting only; if the population of each group was weighted, the state level requests would indicate a much higher proportionate interest level.

TABLE VII
SUBJECT DISTRIBUTION-ALERT REQUESTS

SUBJECT AREA	REQUESTS THROUGH LOCAL LIBRARIES		REQUESTS FROM STATE	
	Number	Percent	Number	Percent
Planning	47	14	41	14
Urban Administration	36	11	31	10
Housing	22	7	29	10
Health, Education and Welfare	25	7	23	8
Land Use, Zoning	37	11	23	8
New Towns	9	3	20	7
Government	4	1	20	7
Misc. Planning—Connected	14	4	22	7
Environment	33	10	19	6
Economics, Finance Taxes	11	3	18	6
Transportation/ Highways/Parking	22	7	18	6
Justice	5	2	11	4
Water/Sewage/ Sanitation	41	12	10	3
Population/Census	6	2	6	2
Recreation	24	7	2	1
Urban Renewal	4	1	2	1
Civil Rights			2	1
Total Questions and Requests	337	53%	300	47%

THE PRIMARY OBJECTIVES: ACHIEVEMENTS AND SHORTCOMINGS

> *". . . Since there was really very little demand . . . it is assumed that the library is giving adequate service to local government agencies . . ."*
>
> - From a library letter in OPRIS files.

Evaluation of the degree to which the program achieved the primary objectives of providing information and research aid and developing library/government communication and interaction had several phases and approaches.

In the course of Project operation informal use was made of the CIPP (Context, Input, Process, Product) evaluation model - informal in the sense that the questions to be answered by the model procedure were the questions in constant prominence before the Project staff: What objectives should be accomplished? What procedures should be followed? Are the procedures working properly? Are the objectives being achieved? [14] Some of the answers came from specific Project staff inquiries, some from observations volunteered by the state level pilot group, some from the daily communications with libraries in the course of business. The responses by the Project staff to the observed answers to these questions at several points of time during the Project operation have been reported in various contexts above.

There was also a more formal final evaluation procedure from the participant library point of view. This procedure had two components: an in-depth interview, and an invitation to "speak for the record" in the form of a letter to the Project Director. The resultant analysis of both components revealed malfeasance as well as nonfeasance on the part of both the libraries and the

Project. (The interview guide/check list appears as Appendix G.) The quotations interspersed in this section derive from the letters received.

From the interviews the libraries showed themselves as fairly well apprised of the nature and scope of the Project and all felt the Manual was an adequate procedural information source. Several libraries mentioned that the simplicity of operation was a definite asset.

> *"I regard OPRIS as a significant experiment in Reference networking. We constantly read of increasingly complex and sophisticated networks and they are certainly providing answers to some of the critical problems in information access. OPRIS, demonstrated to me the incredible value of a highly skilled librarian at the end of a phone line."*

In the larger libraries it was difficult to make the entire staff aware of a service such as OPRIS. Even though branch libraries may be in communities which could use such a service, in many cases the branch librarians were not aware of the service capability. This lack was in some cases acknowledged by library directors as oversight of OPRIS applicability to independent municipalities served by metropolitan library branches; in some cases it was plain administrative (and Project) oversight. The OPRIS criteria for participant selection did not sufficiently consider these anomalies of urban organization. OPRIS did have some successes here, however:

> *"The smaller cities and agencies could not possibly afford the staff necessary to review the articles selected for OPRIS ALERTs even if the publications were made available to them, which they are not. OPRIS was beginning to make strong headway in getting the information down to the state and local officials and planners. Millions of dollars have been spend on planning research—both public and private, that will never reach down to the state and local government agencies that need the information without some form of distribution service. I certainly hope that some reconsideration of the fund cut will be made and the service restored."* - From a city department of Planning and Urban Renewal

The OPRIS meetings with the librarians had stressed the importance of in-depth staff involvement. But a recognized problem existed in trying to get a large staff together for orientation meetings or in-service training programs. Libraries of any size may be minimally staffed and find it difficult to spare staff or time even for what they acknowledge to be "a valid program".

The medium and smaller libraries show enthusiasm about a training program to acquaint them with information needs of local government and several suggested including government officials, so they would be aware of library services. There is no question, in the Project's staff's opinion, that a potent inhibitor to library aggressive selling - to government and to business alike - is the feeling of inadequacy on the part of most unspecialized librarians in the face of a truly specialized clientele.

A training program in local government needs would at first glance not seem to be necessary for persons who themselves are in reality part of local government, particularly where that local government is of medium or small size. The enthusiasm for education is typical of librarian interest in learning and in increasing their own understanding and capabilities - <u>but why do they wait to be taught</u>? Nevertheless, since they apparently do wait to be taught, the Project failed to supply enough of this important ingredient, partly from initial lack of appreciation of its importance, partly from the lack of time and resources when this appreciation had been achieved. A strong voice had

been raised in the Advisory Committee on the essentiality of library staff orientation and familiarization* and a "road show" had been conceived and the components and production schedule for it outlined to respond to this acknowledged need; but the Project was unable to implement its plan. ("Road show" outline is Appendix H.) In any case, the suggestion from the libraries that government people be included in the orientation does not appear to be tactically wise. Presentations to both are indeed indicated, but they should be differently aimed. Development of packages for this purpose are an important element in furthering the penetration achieved by the inaugural OPRIS program.

Larger libraries made least use of the research aid service as most questions could be handled with their own resources. Those questions that could not be handled locally were in some cases, and after long research, ultimately dropped and the client told that the answer was not available. Apparently OPRIS's research capability was not kept in mind by some reference staffs. Yet other libraries, less parochial, built on the OPRIS examples:

> *"OPRIS has taught the staff a number of things. They became better acquainted with their own library. The ability through OPRIS to answer obscure questions on the spot added to the library prestige and showed the staff what a truly dedicated reference corps can produce."*

On the questions from larger libraries that were referred to OPRIS, the libraries said they, and their partons, were satisfied with the response.

Some of the larger libraries feel that the planning agencies in their

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* By Genevieve Casey in March 1972.

communities are fairly self-sufficient as they are well established and have their own resources. In some cases the libraries have called on planning agencies for information rather than the other way around.

Yet, from a planning commission letter:

> *"The Tri-County Regional Planning Commission Staff has taken advantage of this service on a regular basis. We have been more than satisfied with the thoroughness and efficiency of OPRIS. Several of the advantages of OPRIS are unique, namely; 1) it has brought to our attention many timely reports or resources we otherwise would not have noted, 2) it substantially reduces the amount of time between the request for and the receipt of the information. This latter advantage is particularly important to our work, since we frequently operate under relatively severe time limitations."*

And from a library letter:

> *"In this day of expanding information needs we are aware that one must have access to material beyond local sources. The knowledge that we had contact with "Columbus" has proven quite satisfying to our patrons."*

Medium and smaller libraries were the prime reference aid service users. The response of planners was, in most cases, directly proportional to to public (and personal) relations effort expended by the libraries, independently and tied to OPRIS stimulus. This response could take the form of active support of the library:

> *"The Project has been of incalculable value to our library on several levels. OPRIS has provided an important link between the library and individuals in local government. [This city] recently hired a new Superintendent of Development. When I told him about our OPRIS service he put it to immediate and successful use and was delighted with the service. When we went before City Council with a request for revenue sharing funds he was in our corner."*

Publicity on the part of the larger libraries has for the most part depended on Project efforts, and little local effort has been made. Medium and smaller libraries have made commendable publicity efforts on the part of

OPRIS including use of local newspapers, radio, and cable TV. Others hosted meetings for planners in the library (as did some larger libraries) and have made special mailings to their local officials.

The libraries report that the ALERT has been responsible for business from previous non-users:

> *"The program did bring in people to the library that we had not cultivated in the past (as much, perhaps, as we should have), and as a result we were able to meet and get to know a number of these planners personally. This has been a help, and has promoted a more active liaison with the Planning Commission."*

Most libraries reported themselves as reluctant to purchase materials in so specialized an area as planning, although several indicated an interest in a cooperative arrangement. The larger libraries feel that they purchase a good selection of planning material in their regular acquisition routines, and in one case even expressed some annoyance at being imposed upon to supply OPRIS-announced material which the library did not have in its own collection. In this particular case, the client also was annoyed:

> *"I called the local OPRIS number asking for an abstract of item No. 7-36. They don't have the abstract and suggested I contact you. The service is no use to me if I must:*
> *1) Call a local number and converse for 10 minutes.*
> *2) Write to you.*
> *3) Call the local number to see if and when they will get the item.*
> *4) Go to the library to take out the book.*
> *Publications are of no use to me if they take a lot of time to order and take a long time to obtain. It would be much cheaper for me to spend the money to buy than to spend the time to borrow."*

In this case, OPRIS apologized for the inconveniences, supplied the abstract (of a dissertation) desired, supplied the full text when requested, and promised

to try to convert the library to a more cooperative service attitude.

In both the evaluative interviews and in the letters received, there were expressions of interest in Project continuation and expansion, with particular emphasis (from the medium and smaller libraries) on a technology-cum-business orientation. The following two excerpts are expression of this emphasis:

> *"I should like to suggest that the service be extended to businessmen. Most of our requests this year were really business oriented, even though originating in government offices."*

> *"Our one problem was the limitation to government planning. When next a pilot project is established, we hope it can be broadened to include the Business field, or better still, all the fields of "uncracked nuts" on which the local library staffs have chipped their teeth."*

Libraries reported difficulties in capturing locally-generated planning activity information. Collection of this material was encouraged in the presentations, contacts, and specifically called for in the Procedures Manual. Quite possibly the local agency was not even aware of the library's interest in the agency's output as a community information record and resource; quite possibly the library itself was not aware of its real responsibility as a resource concentration point. It can be concluded that part of the difficulty arose from the lack of in-depth liaison and interaction between library and agency: there had not yet been established the "give-and-take" that an easy and established relationship would have fostered.

A short letter, unsolicited, received early in the Project's operational life from one of the "self-starter" libraries in the OPRIS, group, expresses succinctly most of the points the Project's efforts tried to make:

"I would like to take this opportunity to express my delight with the services rendered by OPRIS. We have had occasion to use OPRIS a number of times and so far you are batting one thousand in fulfilling requests. Our local planners are extremely impressed when I am able to deliver materials or an answer within three days of the request. I have also found that successfully answered inquiries act as a spur to our local planners and give them the confidence to use OPRIS even more. All of this would seem to prove the old adage that nothing succeeds like success."

THE THIRD OBJECTIVE: DEVELOP A FUNCTIONING MODEL OF AN INFORMATION NETWORK

Attaining this objective did not meet operating problems of any complexity. Principally this is due to the constraints on what was to be a directed network configuration imposed during the planning process and embodied in the Project's Procedures Manual. The main communication media were the telephone and the U.S. Postal Service - although intercity bus package service and personal delivery was also used on occasion. Record keeping requirements were minimum for the participating libraries. The emphasis was on information - not references - in the research service offered, and quick response and high responsiveness were the goals. The fact that the main flow of service was "pressurized" and almost entirely one-way - from OPRIS - was an anti-clog factor.

The straight forwardness of the operation and its narrow focus, both in subject area and in geography, as well as its resource concentration in and around the State Library allowed some deviating from strict adherence to Maryann Duggan's list and discussion of the twelve essential components in network development.[15] These twelve components, lifted in abbreviated form from Paul Agriesti's TWX Experiment report,[16] and showing degree of OPRIS realization, constitute Table VIII (p. 55).

The problem for OPRIS with the Duggan dodecalogue is the problem mentioned earlier in this report: the concentration (quite properly, in her particular report) on machine operation, whereas in OPRIS the primary

TABLE VIII

NETWORK DEVELOPMENT ELEMENTS VS OPRIS APPLICABILITY

NO	Element Definition	OPRIS
1	An organizational structure which clearly defines the responsibility of each participating library and provides for fiscal arrangements.	Structure: informal Responsibilities: defined Fiscal arrangements: "free"
2	Collaborative development of resources, including cooperative acquisition of materials and strengthening of local resources.	Ineffective
3	Identification of libraries which will provide access to the network or who will play special roles such as subject specialization.	Identification to user population—yes
4	Identification of types of use and users and assignment of responsibility for meeting the needs of a specific type of use, so that the needs of all people within the state are met.	Identification: yes Responsibility: limited subject/area. limited population
5	Identification of levels of service that provide for the basic and special needs of users and responsibility for providing specific services assigned.	Identification: yes Responsibility: yes
6	A communication system that will provide the means of contacting another library on the network.	Yes– the telephone
7	A standard message format or code that will provide for understanding among libraries on the network.	Yes– normal speech
8	The capability of connecting with other networks and ability to determine the best communication path within the network.	Applicable to hierarchical systems; OPRIS has switch point for all
9	A central bibliographic record that provides for location of needed items within the network.	Yes– State Library of Ohio collections and connections
10	Guidelines for what types of information requests may be placed on the network.	Yes
11	Criteria and procedures for the evaluation of network performance.	Yes
12	Training programs which instruct users and operators of the network.	Slight

emphasis is on creating a demand that will support a machine.

Duggan's factors do become germane when there is consideration of the optimal configuration for satisfying that created demand: should a service network be structured in hierarchical mode, with ascending and descending nodes (a "node," technically, is an area of little or no vibration) from point of excitation to point of response, or in a straight shot from point of demand to point of supply and straight back? The question reverts to the dilemma discussed earlier in the section on the OPRIS Role: in this particular case, is the step-at-a-time network, hierarchically structured, as effective in terms of responsiveness as functional, straight-line connections to specialized resource centers?

Agriesti quite innocently poses a paradox: "...A network must improve, not jeopardize, the service which is given to the local clientele. For this reason, a network is designed with filters which insure that the local resources are exhausted before referrals are made to other sources."[17] OPRIS has documented instances where the filter has completely stopped the service, and others where it has significantly slowed it. The most efficient filter can not avoid introducing delay; delay builds pressure, and pressure finds out-lets for itself. Shera[18] has stated it flatly for libraries: if they can't deliver, they will be cast aside.

This is the Instant Age. The Telephone Company, in its own best

interests, presents a model for library emulation. It will not refuse to supply a number even if it knows that the asker has easy access to a telephone directory; it is tireless in its advocacy of direct dialing as faster, more satisfying - and cheaper. Governments, also in their own best interests - that is, ours - have cracked their bureaucratic shells to admit "hot lines" and ombudsmen, to bring problems and solutions closer together.

It is in fact this new accessibility in government and in business which presents a threat to library development - if by library development is meant something other than intensification of service to the relatively small segment of the population presently served. Provision of information has become an enterprise of burgeoning dimensions that may leave the libraries in stagnancy if they do not put themselves into the mainstream.

The mainstream in this case, for the libraries, is the development of methods of building and exploiting stockpiles of specialized information in special, directly tappable depots, call them Libraries, Information Centers, Multi-media Centers, Information Resource Centers, Information Analysis Centers - whatever appears most appropriate or acceptable to the fashion of the time. What is presented here is the concept of differentially centralized resources directly connected by communication pipelines to decentralized points of use. Even at present the connection-potential is not being fully used; in the not-too-far future, the direct query-and-response channels will increase by orders of magnitude.

The virtue and vitality of the littlest library could be in its unique ability

to get anything, from anywhere, for anybody - fast. It could be Everybody's Information Exchange. Its minimal collection would have no relation to its power - but it must know whom to ask.

OPRIS showed that a relatively primitive, so to speak one-celled prototype of such a system is functional and effective. It works.

THE FOURTH OBJECTIVE: COLLECT DATA USEFUL FOR FUTURE DESIGN

The data collected, and the conclusions derived therefrom, appear in the applicable portions of this report. In essence, OPRIS, while library-based, and while concerning itself with a specific, often data-oriented, technological activity, has been working in the area of behavior modification, aiming itself primarily at certain habits of planners and librarians, and seeking methods that show a potential for changing them. The fifteen month period during which the Project's behavior-modifying machinery operated is certainly an insignificant fraction of the time required to realize any basic change in those deeply ingrained and organizationally-reinforced habits.

However, research can also be used to reinforce Lessons Learned - the experience base that increases confidence in future success from past success, that alerts to risks and warns of danger from past experiences, and prescribes equipage and training requirements for future ventures.

OPRIS has used the two Project years to learn and verify that:

The library - in Ohio certainly, and from the sources cited in this report, generally - is in transition, on the way to crisis. To survive, it must orient strongly to information. The five years of library self-examination between Libraries at Large[19] of 1967 and The Metropolitan Library[3] of 1972 show no diminution of threat of library obsolescence or substantive change for the better.

There is a market for information services provided by public libraries to the local government agencies who will be the key to library survival.

The market is not self-developing: it must be invested in and worked at.

The market requires intensive cultivation over the long term to reap a pay-off; but the pay-off is there.

Pay-off can be in direct benefits to both library and government agency: to the library, entry into real participation in the operations of their own governments, with the increase in self-confidence, interaction, support, and influence such participation brings; to the government agency, awareness and help in exploitation of information resources that may add immeasurably to decision-making and problem-solving capabilities.

Smaller and middle-size communities provide the best initial cultivation potential for this market, communities whose problems have not yet grown infinite and unsolvable, whose decision makers are still not too remote, whose eagerness to improve (if not to grow) has not been damped by experienced frustrations. The library service in many of these communities derives from and depends on a nearby or contiguous big city's system and resources, not always interested in or responsive to "peripheral" needs.

There are models for this development, and tools, available from the well-studied and documented marketing field.

There are models for the types of service to be marketed, in the Information Service and Information Analysis Centers operating in many fields today.

For the initial and perhaps even fairly advanced stages of this market development, advanced information processing technology is no "big thing." Centralized, specialized information center resources can be exploited in effective decentralized utilization without requirement for any higher technology than is already available to almost every library: the telephone, the copier, and soon, cable TV.

Sub-summation A:

Libraries are threatened
They need support and allies
The government has to be sold on library value
It can be a hard, slow sell, but it pays - to both
The easier market is in smaller, middle communities
Marketing models, tools, techniques are available
Advanced information processing technology is not necessary.

The important interaction to be established is that of people with people. But, the prelude to this interaction is the careful and accurate identification of the target(s): who, exactly, are the people with whom the interaction and market development is to take place?

Significant contacts with the market can develop only if responsibility for and a sustained capability to make such contacts is assigned at an appropriate level in the library staff.

People/people interaction absolutely requires interpretative ability on the part of at least one of the agents in the interaction. Since in this scenario the librarian is the protagonist, the responsibility for understanding is on him.

The librarian must therefore learn "to talk the language" of his client. When he can do this, he is his client's colleague, not his handyman or subordinate. His role is to be the "educated intermediary" between the client and the information which the client, often confusedly, is seeking.

The librarian cannot be the "educated intermediary" until he has some knowledge of the literature and the information sources related to the client's discipline. As important as knowledge of availability of in-print resources is the knowledge of the whereabouts of the know-how in men's minds. They can be considered the same thing. The need for training preparatory to an approach to the client is clear. Such training works effectively both to give the librarian assurance in his "selling" and the client confidence in his colleague.

The "non-specialist" library staff must be informed and educated enough to recognize a special-needs "walk-in" client and to direct him to the trained consultant - whom they should know. (To OPRIS's dismay, this was found to be not always the case.)

Sub-summation (B): Identify the target for interaction
Assign responsibility and assure capability to make contact
Learn the language
Learn the literature
Orient the staff

Public (and personal) relations effort must be unceasing. Exposure of the service to the target group must be total, repetitive, novel, non-antagonizing, inescapable. Pay-off is in direct proportion to PR effort. Advertising sells.

The library cannot pretend or attempt to supply from its own resources all the information it may need, any more than the present-day physician carries every medicine in his bag or the present-day pharmacist always compounds from basics. Library dependence on outside sources of supply through cooperatives or networking is a fact of life. There is no virtue in immurance, no loss of virtue in asking for outside help. Information transfer is the lifeblood of libraries - keep it flowing!

The directions that funding of governmental service organizations is taking in recent years (the cut-off and/or impoundment of ESEA, LSCA, HEA, HUD, etc. appropriations) the changes in emphasis (perhaps not permanent) from categorical grants to block grants for revenue sharing, and the new local allocation procedures for revenue sharing receipts - all these point to a greater likelihood of government support for an information-services-oriented library than for one not so oriented. Local and state governments may have much more say in funding; to be a "member of the club" will be an important connection.

CONCLUSIONS AND RECOMMENDATIONS

> What is needed to ensure that changing societies make wise decisions?
>
> First, information. Information is needed to tell us what our society is like now, how rapidly and in what ways it is changing, and what scientific and technological alternatives to present practices exist or can be found.[20]

There is a growing awareness of today's American society as an amalgram of special interest groups. Particularly in areas where some technical expertise is involved, there is a tendency for groups with special information needs to develop their own information systems, and to discount almost completely the help that existing data banks in today's library systems can provide. This tendency should not be taken as completely aberrant: libraries are not comfortably conversant with the changes in format and media introduced by new technology, are uneasy with the increasing specialization in information, and abashed by their recognition of the complexity of the information transfer process. All these developments away from the traditional have discouraged libraries, and their diffidence has encouraged and "justified" the creation and growth of in-house systems to serve specialized needs.

Operation of the OPRIS model in one specialized area for one special interest group has provided insights into the problems encountered in converting the traditionally passive library into one that exploits change rather than defends against it. The role of the public library in serving specialized information needs in society's present day heterogeneity has

not been settled by the research reported here, but answers to some of the attitudinal, methodological and procedural questions identified by this work could make a substantial contribution to an ultimate clarification of that role.

For example, it is clear from OPRIS experience that in public library service to target groups, the problems of awareness, communication, and follow-through are primary, lacks in on-hand specialized information resources secondary. In other words, non-performance is not so much for want of know-whence in obtaining information as in ferreting out or homing in on the need for information, negotiating the exact nature of the need, then supplying it. Only a few libraries are experienced in and understand the workings and the information needs of the government agencies OPRIS encouraged them to cultivate; a prime factor in the reluctance of library personnel to solicit occasions for service from the OPRIS target government group appears to be unfamiliarity with government interfaces, interdependencies, channels and operations.

Two problem areas have been touched on and are here specifically named: education for library personnel, and resource optimization. Librarians need to know more about the concerns of any of the special interest groups they attempt to serve if they are to be able to identify, elicit, and respond to information needs. Network operation must be designed to give any library the information-provision capability of a special library operating in the area of its specialty.

The expression of these two problems assumes, however, that a decision has been made - that libraries have determined that services to special groups deserve special attention and effort. Such special attention and effort was advocated over twenty years ago in

Leigh's[21] report on the public library, generally regarded as very important in public library history and as very influential in mapping library developments. Emphasis was placed on the recommendation that libraries sacrifice, if necessary, the immediacy of response to "popular" demands in favor of serious attempts to woo opinion leaders and to present a face of serious purpose to the public it serves rather than to attempt, unsatisfactorily, to be all to everybody. Berelson's[22] controversial contribution to the Public Library Inquiry was to urge this point very strongly.

Yet, from the responses to the survey administered for the Public Library Association and the American Library Association by Allie Beth Martin, reported in 1972,[23] not much change has been made in this direction. The point therefore appears to remain in question, and must be considered as a part of the problem structure with which further research suggested by the OPRIS experience must deal.

The principal questions, then, to which research should now be directed - specific to the particular OPRIS experience universe but also comfortably in context with the recommendations of the Martin Library Goals cited above - can be formulated as follows:

1. To what extent do public libraries see service to special interest groups ("serious" groups) as a part of their operating responsibility? We do not include here the classic "non-user", nor the types of service usually called "outreach", nor services to the "disadvantaged". These fit into the traditional uplift model of library service and though

valid from that model's point of view are not the point at issue here. If there is an admitted responsibility, are specific groups given priority? If there are priorities, what were the considerations that formed them? How far should libraries be expected to extend themselves to serve special interest groups?

2. In extending such service, what education and motivation does the library need to enable itself to establish a favorable position in the eyes of the special interest groups of the community?

3. What tools should be developed to deal with the questions of the special interest groups in order to maintain and build on this favorable position? To what extent should the state support build-up of specific resources needed in discrete subject areas for special needs?

4. Is there a practicably ideal configuration for user interaction with a library/network/information resource system? Can specialized information, concentrated in one spot in accord with the reasonable concept of centralized, discrete, but interlocked resource centers, be quickly, pertinently, inexpensively provided to to subject-interested groups or individuals remote from that spot? Should, in fact, resources be concentrated in one pool from which all draw, or built up on dispersed sites where already existing core collections provide nuclei? The latter would seem to provide the advantage of some economy through not having to start from scratch in every specialized field, but the complexity of interconnection (physical, administrative, financial) may cancel

the advantage.

5. What is the best role for the local non-specialized library in the specialized question-answer circuit being discussed? As a simple transmitter? If the emphasis is on speed and pertinence, even as a transmitter? Are there ways of increasing speed and pertinence while preserving library presence in the transaction? In question is the extent to which local libraries satisfactorily answer questions out of their own resources. OPRIS encountered difficulty in capturing data on local library performance even under the fairly well defined test conditions under which it operated. It is not clear whether answers to questions from special interest groups always require the use of specialized resources to provide answers; from unsatisfactory data, OPRIS concludes otherwise, but can not presently determine to what extent otherwise. This leads to the substantive question:

6. Can libraries as presently configured and operated effectively serve as information centers? The rub here is a difference in emphasis between library and information center operation: the library emphasis is on its handling of information containers in their present-day myriad forms; the information center exploits the data/information the containers hold. The information center can not operate without a "library"; a library, however, can stop far short of being a responsive information center. It is on precisely this point that a user representative on the Project Advisory Committee was very emphatic.[24]

Can the library be reasonably expected to develop in this direction? If so, how? By growing new organs? Adapting present ones? Metamorphosing into an entirely new creature?

7. What are the most effective devices for motivating serious specialized users to use the library's potential for providing information? - assuming that answers to the preceding questions are forthcoming.

The Gordian-knot-nature and inextricable linking of these questions with each other is clear. There is great difficulty in keeping any one of them "pure" for investigation on its own. Because of this, the approach should be from a broad front, probing for the "angles" where a deeper penetration appears possible and profitable in terms of answers.

PROPOSED PROGRAM

OPRIS experience suggests research-demonstrations which may provide concrete experiences that can lead to clarification and even to answers to some of these questions. The validity of the questions and the potential pay-off of research investigations focussed on them finds corroboration in the research priorities given by Conant[25] and Martin.[26] An essential now seen in such research programs is the involvement, from the beginning, of both the special interest groups and the libraries in formulating the objectives of the services to be provided. These objectives must of necessity arise out of the primary operational objectives of the negotiating parties. The word "negotiate" is used advisedly, on the expectation that some compromise and understanding is reached on what the library can promise and and the special interest group can expect.

The recommended research-demonstration should include the following elements:

1. Because of the reservoir of expertise and familiarity with the field and its practitioners which the OPRIS Project has built up and the advantageous continuity which would be provided, the government personnel group is suggested as continuing target.

2. The involvement requirement leads to considerations of breadth:
   A network of libraries (with emphasis on small and medium sized public libraries or communities) in direct touch with a well-defined target group of state, regional and local government personnel with recurring information needs. The library network (and the number and diversity of the target groups) could be:

   a. the same size, or smaller than the 30-library network reported on here.

   b. expanded to cover most of the libraries falling within size restrictions.

   c. a rigidly controlled experiment wherein a limited number of localities are given <u>intensive</u> attention and help, an equal or larger number provided advice and assistance, and the rest given access, through the State Library, for example, on an ad hoc basis, to the special resources required to respond to demands they may generate independently or may have thrust upon them.

The c. version would provide a sound research approach through the various levels of Project service provided and measurement of response results, in both quantitative and qualitative terms from both the target group and the libraries. It would appear desirable to assign measurement and evaluation to a body other than the Project itself, in order to reach effectiveness and efficiency analyses as objectively and as results-based as possible. The difficulties of objective evaluation of what often verges on the immeasurable are not overlooked:[27] attitude changes - or their absence - in the parties investigated, the value of the information provided or conversely, the cost of non-provision, estimates of quality of service, effectiveness of solicitation media, etc. - all these evaluation factors have large areas of blur where exact measurements are difficult to make. Nevertheless, a proper respect for the objectivity required for research makes an outside evaluator desirable.

3. In participating libraries staff development and an attempt to increase staff perception of the library's organic function in its community government should be made an integral part of the program's network and information service design through a direct linkage of library operation, a library school, and the special interest group. This should be related to other continuing education work for library personnel. Creation and test of a practical government operations training curriculum would by-produce manuals suitable for desk-use and local training situations in any library seeking to improve service to government. This aspect of the program is a response to the clear need shown by the OPRIS experience.

4. Experimentation in more advanced and sophisticated and varied formats and approaches for direct mail contacts and public relations with the targeted special interest group are indicated. This element, an important facet of the question of user motivation, would build on the demonstrated user receptivity to alerting devices developed by OPRIS, but incorporate "tags" to enable effectiveness in response-elicitation to be measured more discretely and accurately. The incremental-service model suggested in 2 above will provide opportunity for tests of additional approaches to encouraging information "buying" habits.

5. The development of measures of effectiveness of elements 1 through 4 above has already been mentioned in passing, but is also a crucial element in itself. The success/non-success scales achieved by the various approaches and techniques can result in a predictive model useful in other library service operations.

6. The feasibility on the long term of effective operation in the public sector of specialized central libraries (or centralized special libraries) with decentralized services should be given opportunity for study and test. This relates directly to Question 4, and can help the state in search for answer to the question on resource build-up asked in Question 3.

7. Experimentation and model operation of various network-node linkages and switching techniques, information transfer methods, and transmission media in the environment described in 6 above have direct application to Questions 5 and 6 and affect Question 7 through the level of speed,

accuracy (or "pertinence") and responsiveness the network may achieve. The network is the vehicle on which the other elements are carried.

8. Finally, and constituting the "acid test" for viability of any special interest activity, the degree to which the activity could be self-supporting should be probed. "Self-supporting" is an expression not in the traditional vocabulary of the public library, but if it can be shown that special services to special groups are worth something to those groups, and that public libraries can perform in the special service role, many benefits can follow. Rate of "return on investment" may not approach anywhere near what businesses consider reasonable, but that libraries might be able to quantify value of services at all would be a giant step forward to a new operating dimension.

The State Library's innate interest in services to government is reinforced in this suggested research-demonstration program by the specific objective of the Ohio Library Development Plan relating to the realization of a statewide reference and information network. The program would be developed and carried on by the State Library of Ohio in cooperation with state, regional, and local governmen agencies, public libraries, selected special libraries or information centers, a graduate library school, and an advisory committee with special interest group participation. It would capitalize on experience and interests already developed in OPRIS, which has had the benefits of Battelle's experience in information system design, in operation of information analysis centers, and in research data evaluation. Some implemental aspects, such as Public Relations, or the suggested creation of manuals, would seem to warrant consultant services.

How long should it last? The OPRIS experience has shown that libraries are dilatory, that mobilizing forces requires patient but unremitting pressure. In the suggested program, where librarian orientation and involvement is seen as particularly important, and coordination with other bodies will be specially stressed and carefully prepared, the lead time before actual contact with the target group will be considerably extended - perhaps to one year. Once working contact is made with the target group, service should be given over at least a two-year period in order to make other than a short-lived impression and achieve short-lived results. In total, the program plan would appear to require a three-year span: A year for planning, coordination, curriculum development, needs survey, media development, resource mobilization, preparatory contacts, and orientation; two years of operation with on-going evaluation.

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2. Stocker, Frederick D. Financing Public Libraries in Ohio. Columbus, Prepared for The State Library of Ohio by the Center for Business and Economic Research, The Ohio State University, 1971.

   "Pressures will constantly be placed on the General Assembly to make libraries subject to the same constraints as other governmental functions in access to public revenues. It would be foolish for those concerned with libraries not to assume that sooner or later these pressures will prevail." p. 76.

3. Salisbury, Robert H. "Trends in Urban Politics and Government" in The Metropolitan Library. Ralph W. Conant and Kathleen Molz, editors. Cambridge, MIT Press, 1972. p. 142 ff.

   Although Salisbury was not talking of the Ohio situation specifically, what he says goes straight to the heart of the matter. "Libraries do not rank at the top of any city's agenda. It is therefore the task of the librarian to develop the arguments and evidence showing the possible contribution of library service to the functions that outrank it.... Implicit here is the notion that cooperative alliances with professionals in other public agencies contribute to multi-pronged attacks on multi-faceted social problems, and in the process, increase the bargaining power of the library in getting appropriations.... How well the library will fare in the competition for public money depends on how effectively the lines of communication with those who have power over community resources are developed." (p. 148) And on p. 152: "The library, like an industry protected by tariff walls, has had a chance to mature. Now it must compete more directly with other increasing demands on public money and attention. Successful competition will depend...on the persuasiveness with which the library can be linked functionally with other city needs and programs."

   Cf. also Dan Lacy's remark in his article "The Dissemination of Print," in the same volume, p. 69: "...Over the next decade the library will undoubtedly have to enter into an increasingly fierce competition with other social service institutions for state and local funds that will be quite inadequate to meet a whole range of explosive social needs."

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8. Shera, Jesse H. "The Public Library in Perspective" in The Metropolitan Library. Ralph W. Conant and Kathleen Molz, editors. Cambridge, MIT Press, 1972. p. 109.

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22. Berelson, Bernard. The Library's Public. New York, Columbia University Press, 1949.

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24. Arnold S. White, at the meeting August 29, 1973.

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The author of this report has not yet seen this Rutgers University study. It is to be hoped that some cost/benefit ratios will surface out of this work.

APPENDIX A

Battelle Columbus Laboratories
Technical and Management
Submittal

Technical and Management Submittal

for

Proposed Research Program for a Design and Demonstration of a Statewide Reference and Information Network

to

The State Library of Ohio
Columbus, Ohio

December 23, 1970

Battelle Memorial Institute
Columbus Laboratories
505 King Avenue
Columbus, Ohio 43201

INTRODUCTION

The State Library has served the interests of Ohio's citizens for the past 154 years by providing books and information services to officers and staff of the State government. Through its book and staff resources, the library has proved to be an essential tool in the effective administration of the State government. However, the State is not realizing the full potential value of these resources, primarily because no simple mechanism exists to integrate resources and needs.

The Battelle Memorial Institute proposes a program of research in the design and implementation of a new and unique program whereby these same information resources, coupled with others at the State level, will be made more accessible to local, county, and State government agencies--a program that would directly assist these agencies in daily operation and administration of their activities as well as in essential planning for the future.

OBJECTIVES

The overall objective of such a program will be to assist Government agencies in tapping the vast array of information resources available in the state of Ohio.

Specifically, the aims of this project will be to:

1. Provide information and research aid to government agencies and their staffs on the municipal, county, and State level;

2. Develop effective communication among libraries and statewide government agencies, enlisting and encouraging their cooperation and assistance in satisfying information needs in the State;

3. Demonstrate a functioning model of an information network;

4. Collect data that will be useful for the design, simulation and operation of a statewide multi-function reference and information network.

The project will enhance the ability of the State Library to provide information services to State agencies and will enable local libraries to provide needed information to government officials through their own reference services with appropriate backup from the State Library. The project will also provide the experience derived from such a demonstration of a statewide functional approach to meeting statewide information needs, which will be a useful preliminary to establishing the network required by the Ohio Library Development Plan.

RESEARCH APPROACH

To accomplish these aims, the research approach will involve:

1. Selection of program participants,
2. Selection of target governmental functions for the model network,
3. Design of the network system and methods of measuring its effectiveness,
4. Operation of the model system,
5. Evaluation of the model and recommendations for future development.

This approach will permit an emphasis on identifying and strengthening specific resources, allow precise study of existing needs and allow for evaluative measurement of the impact of a network on a user group. It will also provide a degree of experience in operating a reference and information network on a statewide basis.

Project Staffing

Because it is visualized that the services of the type developed in the program will eventually become a permanent part of the function of the State Library, a special staff will be formed to operate the program--a staff which could be incorporated into that of the State Library at the completion of the research project.

A project manager appointed from the staff of Battelle's Columbus Laboratories will oversee the administration and implementation of the project. He will be assisted by several technical advisors in library/information service system design, operation, and evaluation. A subcontract core staff under Battelle supervision will conduct the program. This core staff will be made up of a director highly skilled in the library sciences, an expert reference librarian, a highly qualified clerk/receptionist, and other support staff as required.

Office space and services as required for the Project Director, will be provided by the State Library during the initial phase of the project (Phase I).

Prior to design implementation (Phase II), leased space will be procured by the director of the core staff for housing his staff in a location convenient to the State Library.

Endorsers of the research program in addition to the State Library, will possibly include specialized major departments of State governments such as, the Department of Development, the Department of Urban Affairs, and the Department of Personnel. Endorsers may also act as participants in the implementation phase of the project.

A Project Advisory Committee (PAC) will be established, made up of one appointee each from the State Library, the Core Staff, Battelle, the endorsing government agencies and others as selected by the State Librarian. Its function will be, as the name states, advisory in the selection of optimal courses of action from the variety of choices; it will act as a "sounding board" or reaction group to keep the program in tune with overall state-level policy considerations; it will also serve the program administration as a valuable liaison link with local level government agencies. It is recommended that formal Project Advisory Committee meetings be scheduled before the inception of Phase II and III of the Program. At these meetings, review can be made of the results of the previous phase and plans for the next phase discussed. A final briefing, if requested, will be presented at the completion of the project. Other meetings of the PAC may be called as deemed appropriate by the State Librarian.

Figure 1 shows the interface relationships between the Core Staff Director, the Project Administration, endorsing and participating groups, the Project Advisory Committee and the agencies to be served.

Program Participation

Initial participants in the project would include selected State departments and libraries from various parts of the State. The selection of participating libraries would be on the basis of:

a. An expressed and evidenced interest in, and commitment to, serving government officials,

b. Size of the collection (the experiment will include libraries of varying sizes),

c. Geographic area (the experiment will include a geographic spread of libraries),

d. Willingness to participate in necessary staff training, evaluation, etc.

e. Libraries that already have established patterns of heavy use of interlibrary loan services--which illustrates a need for access to material not available in their own collections.

Final selection of participants will be made by the State Librarian after consultation with the Core Staff Director and Project Advisory Committee.

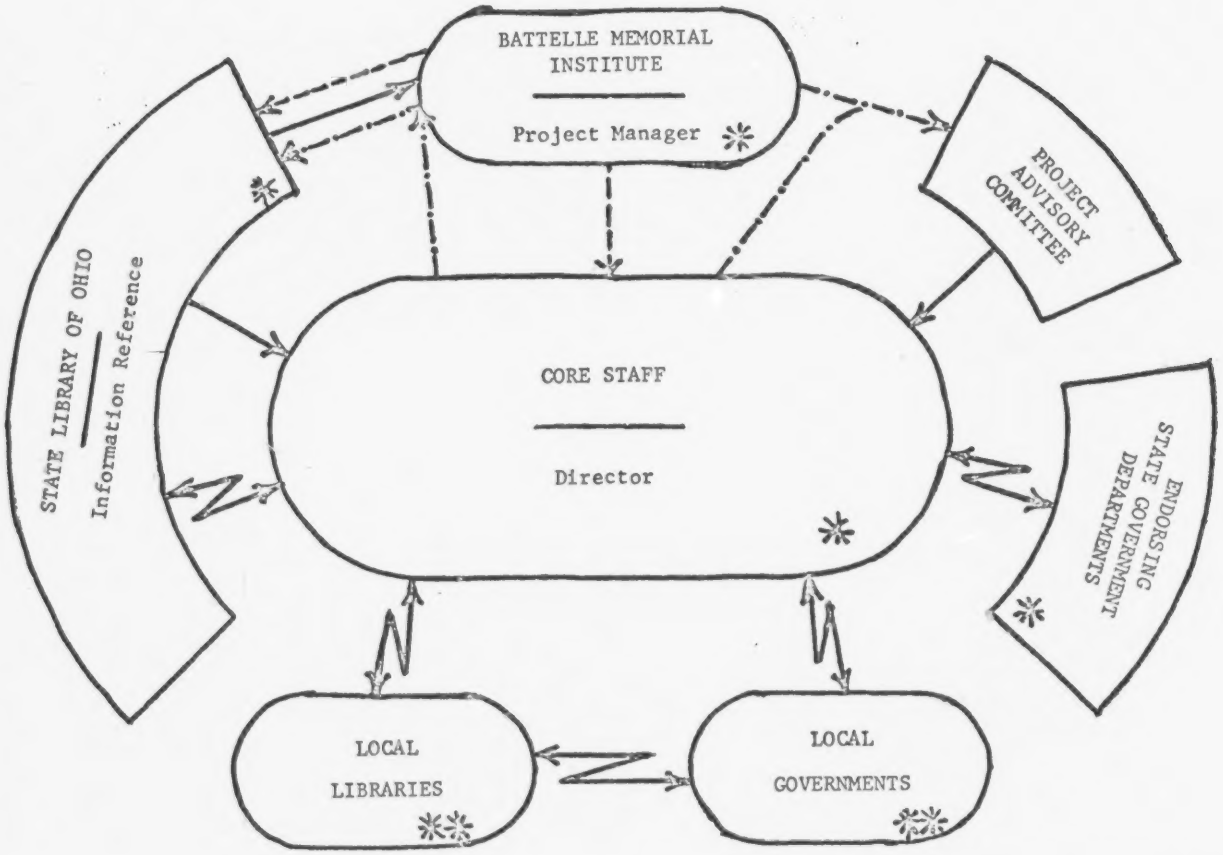

Figure 1: INTERFACE RELATIONSHIPS OF THE CORE STAFF

Technical Assistance & Administration

Reporting System

Advisory

Information Channels

Membership - Project Advisory Committee

Selective Membership - Project Advisory Committee (As appointed by State Librarian)

Potential Target Groups

To limit the scope of the model program and provide a reasonable test base for the system design, a target group of governmental functions and/or services will be selected to receive the benefits of this program. Examples of prospective groupings are:

- Public Welfare
- Hospitals
- Health
- Police Protection
- Fire Protection
- Parks and Recreation
- Natural Resources
- Housing and Urban Development
- Corrections
- Financial Management
- Utilities

The major basis for target group selection will be (a) the diffusion of activity at all levels of government: State, county, and municipal, as well as quasi-government organizations such as planning commissions and Chambers of Commerce; and (b) programs, both on-going and future for which information assistance may be required.

CONDUCT OF PROJECT

Battelle-Columbus proposes that this program be conducted over a period of two years. The program involving the core group under Battelle-Columbus supervision will be divided into four phases, scheduled as indicated in Figure 2.

Phase I

Phase I, which will last approximately 6 months, will include the basic conceptual design and planning of the program and methods for measuring its effectiveness. Selection of the target group will be the first task in this phase. Care will be taken to identify a group that should benefit from the program as well as be receptive to it. Once the target group is selected, a determination will promptly be made--working closely with the State Library--of a representative network of participating libraries.

Examples of some questions to be investigated during this phase are:

(a) Will the Core Staff actively encourage or solicit requests for information from governmental agencies?

(b) To what extent will the Core Staff act as a switching or routing agency in handling requests for information?

(c) Should the Core Staff expand effort to acquire and forward information requested?

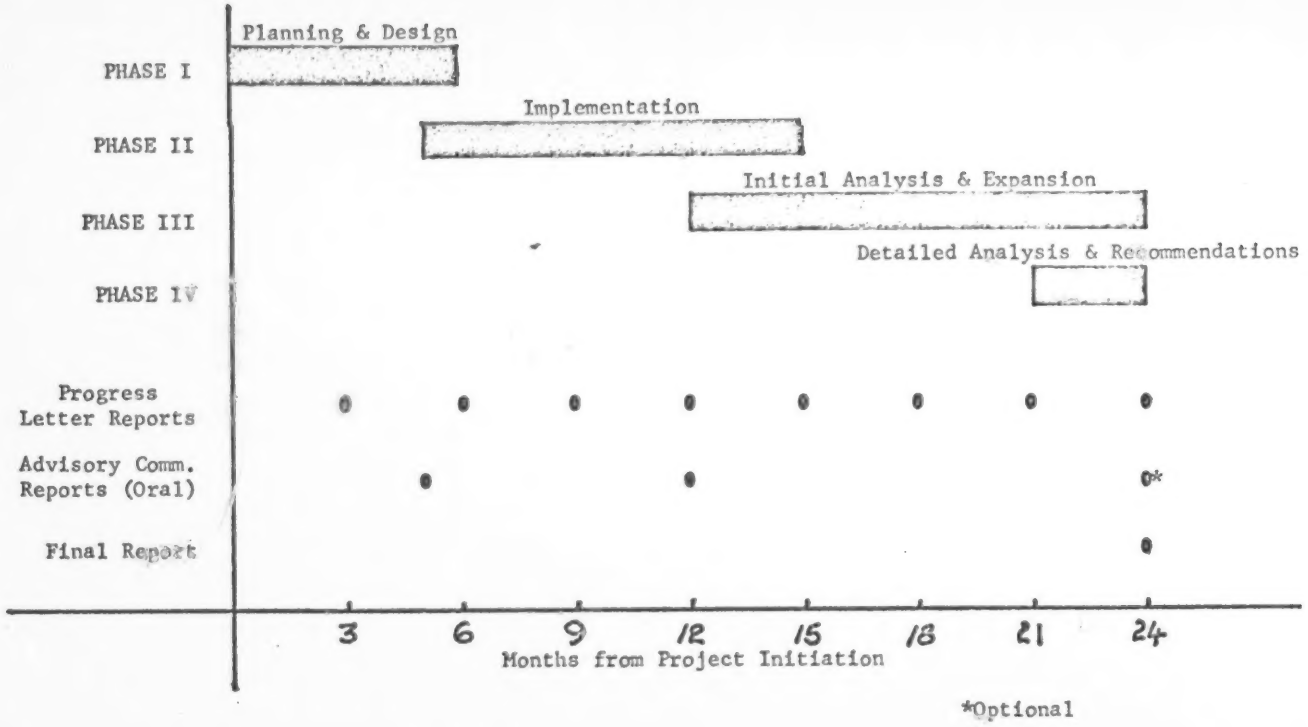

Figure 2: PROJECT SCHEDULING AND REPORTING

(d) Will the staff act purely as an agent for the State Library referring all requests to the State Library for action? and

(e) What will be the appropriate Core Staff relationship when interfacing with the State Library/local library/local government in the administration of the Project?

These questions are purely examples and not all inclusive.

A means of rapid, recorded contact between these libraries, the Core Staff, and State Library will be established, and the feasibility of providing facsimile equipment to disseminate information not available locally will be considered.

It is anticipated that the resources of the State Library will not always be adequate to provide the necessary backstop for the participating libraries. Depending upon the nature of the subject needs of the target group selected, a special group of resource centers will be identified as prime reference sources to which the State Library will turn when such assistance is necessary. Whatever basis is decided upon by the state, means for measuring activity and hit levels will be incorporated to provide data that will be used in effectiveness analysis and evaluation.

A critical part of Phase I is the development of an orientation program to brief participating libraries in use of the system. Identification of the basic reference material required by the target group will be made prior to this orientation. Instruction in use of this material will be included in the orientation program.

Methods of measuring the effectiveness of the model program will be devised by the Director of the Core Staff in consultation with the Battelle Project Manager and his advisors. Measurement will be both qualitative and quantitative. It may be accomplished by one or several methods, and may include:

a. analysis of statistics compiled by participating libraries,

b. interviews of users from the target group, individually or collectively,

c. interviews of participating library staff,

d. analysis of specific request histories as to rapidity of service, usefulness of information provided, sources from which information not locally available was procured, etc.

e. analysis of unfilled requests.

Publicizing the program is also an important aspect of Phase I, (as well as of subsequent phases) and all efforts will be made to advertise the program through press releases, contacts with professional associations, and personal contact at all levels of government. An information brochure will be designed for publicity purposes.

Phase II

Phase II will be an implementation of the basic design for the selected target group in order to test the design concept and services. This phase will last from the 5th through the 15th month from project initiation.

Minor design changes or modifications to the basic system will be incorporated as necessary during this pilot operation.

Phase III

Phase III will involve initial analysis of measurements of Phase II effectiveness and planned expansion of the program to one or more additional target groups. Selection of additional groups will be a mutual decision of the Project Manager, Core Staff Director, and the State Librarian. Phase III will last from the 12th through the 24th month from project initiation.

Phase IV

This phase is concerned with lessons learned and plans for the future. It will run concurrently with Phase III during the final three months of the contract period. During this phase a more detailed analysis will be made of the model program measurements and operations experience, identifying successes and problem areas. Recommendations for the future will be developed, including the feasibility of statewide implementation of the system for a larger aggregate of interest groups. These recommendations will be incorporated into the final report on the project.

REPORTS

Letter reports will be submitted to the State Librarian on a quarterly basis outlining highlights and major milestones of the previous quarter. A final report will be submitted at the completion of the contract period covering the entire period.

Oral briefings will be given prior to Phases II and III to provide proper coordination between Core Staff, State Library, and the PAC. A final oral briefing to complement the final written report may be requested by the State Librarian for the Library Board and select members of the library staff (see also Figure 2) to include the PAC.

APPENDIX B

Advisory Committee Members

OPRIS ADVISORY COMMITTEE

Mr. Hugh Atkinson*
Director of Libraries
The Ohio State University
Columbus, Ohio 43210

Mr. Charles A, Brophy, Jr.
Librarian
Battelle Memorial Institute
Columbus Laboratories
505 King Avenue
Columbus, Ohio 43201

Miss Genevieve Casey
Professor
School of Library Science
Wayne State University
Detroit, Michigan 48202

Mr. Richard Fisher
Director
OPRIS
5969 E. Livingston Avenue
Columbus, Ohio 43227

Dr. Seymour Goldstone
Deputy Director/Program Analysis
Ohio Department of Economic and
Community Development
65 S. Front Street
Columbus, Ohio 43215

Mr. John F. Gotherman
Research Director
The Ohio Municipal League
60 E. Broad Street
Columbus, Ohio 43215

Miss Barbara Micheel
Director
Southwestern Ohio Rural Libraries Project
268 N. South Street
Wilmington, Ohio 45177

Mrs. Curtice Myers
Head, Science and Technology
Akron Public Library
55 S. Main Street
Akron, Ohio 44308

Mr. Joseph Shubert
State Librarian
The State Library of Ohio
65 S. Front Street
Columbus, Ohio 43215

Mr. Arnold White
Chief, Legal Services
Ohio Department of Economic and
Community Development
8 East Long Street
Columbus, Ohio 43215

* Professor Betty J. Meyer, Associate Director for Technical Services, Ohio State University Libraries, attended two meetings vice Mr. Atkinson.

APPENDIX C

OPRIS Libraries

OPRIS LIBRARIES

Akron Public Library
55 South Main St.
Akron, Ohio 44308
John H. Rebenack, Librarian
Lulu Hardesty, OPRIS Liaison

Stark County Public Library
236 Third St.
Canton, Ohio 44702
Merlin D. Wolcott, Librarian
Barbara Taylor, OPRIS Liaison

Mercer County District Library
303 North Main St.
Celina, Ohio 45822
Austin Schneider, Librarian
and OPRIS Liaison

The Chillicothe and Ross County
Public Library
140-46 South Paint St.
Chillicothe, Ohio 45601
Marie L. Sheehan, Librarian and
OPRIS Liaison

Public Library of Cincinnati and
Hamilton County
800 Vine St.
Cincinnati, Ohio 45202
James Hunt, Librarian
Paul Hudson & Bonita Bryan,
OPRIS Liaison

The Cleveland Public Library
325 Superior Ave., NE
Cleveland, Ohio 44114
Walter W. Curley, Librarian
Lee Wachtel, OPRIS Liaison

Cleveland Hights-University
Heights Public Library
2345 Lee Road
Cleveland Heights, Ohio 44118
Sarah I. Cody, Librarian
Nancy Wareham, OPRIS Liaison

Clyde Public Library
222 West Buckeye St.
Clyde, Ohio 43410
Rose Kirchner, Librarian
and OPRIS Liaison

Columbus Public Library
96 South Grant Ave.
Columbus, Ohio 43215
Edward B. Daniels, Librarian
and OPRIS Liaison

Coshocton Public Library
4th and Chestnut Sts.
Coshocton, Ohio 43812
Kenneth Tewell, Librarian
Susan Anderson, OPRIS Liaison

Dayton and Montgomery County
Public Library
215 East Third St.
Dayton, Ohio 45402
William Chait, Librarian
Laura Jean Smith, OPRIS Liaison

East Cleveland Public Library
14101 Euclid Ave.
East Cleveland, Ohio 44112
Martha L. Driver, Librarian
Dorothy Wholeben, OPRIS Liaison

Elyria Public Library
320 Washington Ave.
Elyria, Ohio 44035
Pamela Grob, Librarian
Lee Schultz, OPRIS Liaison

Findlay Public Library
206 Broadway
Findlay, Ohio 45840
Francis Edwards, Librarian
and OPRIS Liaison

Gallia County District Library
3rd Ave. & State St.
Gallipolis, Ohio 45631
Jonathan E. Louden, Librarian
and OPRIS Liaison

Fairfield County District Library
Municipal Building, Main & Broad Sts.
Lancaster, Ohio 43130
Mina I. Kinnane, Librarian and
OPRIS Liaison

Lebanon Public Library
101 South Broadway
Lebanon, Ohio 45036
Geraldine Noble, Librarian
and OPRIS Liaison

Lima Public Library
650 West Market St.
Lima, Ohio 45801
John N. Storck, Librarian
Francis Burnett, OPRIS Liaison

Mansfield Public Library
43 West Third St.
Mansfield, Ohio 44902
A. T. Dickinson, Jr., Librarian
Richard Allwardt, OPRIS Liaison

Washington County Public Library
615 Fifth St.
Marietta, Ohio 45750
Richard M. Neyman, Librarian
R. Mark Neyman & Phyllis Baker
OPRIS Liaison

Carnegie Public Library
244 South Main St.
Marion, Ohio 43302
Janet Berg, Librarian
Fran Pope, OPRIS Liaison

Martins Ferry Public Library
20 South Fifth St.
Martins Ferry, Ohio 43935
Laurel Krieg, Librarian
Laurel Krieg & Maude Meyerend
OPRIS Liaison

Middletown Free Public Library
1320 First Ave.
Middletown, Ohio 45042
Arthur M. Wolman, Librarian
Patricia Brewer & Phyllis Bartley
OPRIS Liaison

Holmes County Public Library
West Jackson St.
Millersburg, Ohio 44654
Caroline Mohr, Librarian and
OPRIS Liaison

Portsmouth Public Library
1220 Gallia St.
Portsmouth, Ohio 45662
Terry McLaughlin, Librarian and
OPRIS Liaison

Salem Public Library
821 East State St.
Salem, Ohio 44460
John C. Bender, Librarian and
OPRIS Liaison

Toledo-Lucas County Public Library
325 Michigan St.
Toledo, Ohio 43624
Lewis C. Naylor, Librarian
Sam McConoughey, OPRIS Liaison

Troy-Miami County Public Library
301 West Main St.
Troy, Ohio 54373
Dennis Day, Librarian and
OPRIS Liaison

Wilmington Public Library
268 North South St.
Wilmington, Ohio 45177
Jon D. Kelton, Librarian and
OPRIS Liaison

Public Library of Youngstown
and Mahoning County
305 Wick Ave.
Youngstown, Ohio 44503
David W. Griffith, Librarian
Norma Allen, OPRIS Liaison

APPENDIX D

Procedures Manual

MANUAL

FOR

OPRIS

OPERATIONS

Ohio Project for Research in Information Service
5959 East Livingston Avenue
Columbus, Ohio 43227
Richard G. Fisher, Project Director

1 DEFINITION

1.1 OPRIS (Ohio Project for Research in Information Service) is in essence a cooperative of Ohio public libraries which actively offers information services to local government agencies in the libraries' service areas. Participating in this service program are state government departments, particularly the State Library of Ohio, which make available to the libraries, through OPRIS, back-up documental and data resources and subject area expertise, and offer communication and media channels to local government.

1.2 Funding of OPRIS is by LSCA Title III contract from the State Library of Ohio to Battelle's Columbus Laboratories, which acts as program manager and technical monitor, and by subcontract to a Project Director. The Project has been planned for a two-year duration, and includes planning, implementation and analysis/evaluation phases and final recommendations for continuance, modification or cut-off.

1.3 In this Procedure, the Project Administration activities, responsibilities and services will be designated as OPRIS activities, etc.; the activities, responsibilities and services of the cooperating libraries will be designated as those of Participants. For the total operation, embracing OPRIS and participants, the word Project will be used.

2 PURPOSE AND SCOPE

2.1 The basic purpose of the Project is to demonstrate the value of the information service which the local public library can provide to local government operations and through such demonstration move the library toward full realization as an agency organic to community operational and developmental functions and needs.

2.2 This is to be accomplished through

2.2.1 Continuous contact and liaison between the library staff and local government personnel, enabling the staff to ascertain and gain an understanding of local government information needs.

2.2.2 Publicity and service offering campaigns--directed through the local library to local agency personnel--designed to increase awareness of libraries' capabilities for service, and to stimulate requests for such service.

2.2.3 Efficient utilization of Participants' present reference collections to supply answers.

2.2.4 Support from the State Library's information resources when the local library holdings are found inadequate.

2.2.5 Support from a reference and information service designed and operated as a specialized planning research resource agency.

2.2.6 Utilization of state-level departments as a reserve of knowledgeable personnel, information, and data.

2.2.7 Strengthening of local collections with acquisitions of long-term value to ongoing and projected government programs (local, and Federal/state programs with local impact).

2.2.8 An aggressive campaign to capture documents produced by local and regional government agencies, to form a collection-of-record of studies, programs, and activities-valuable as both resource and history.

2.3 While the Project includes, and OPRIS will expedite, interlibrary loan from the State Library to Participants, or referrals for interlibrary loan to other libraries, Project emphasis is not interlibrary loan per se. The emphasis is on information to planners (the acronym could at this stage easily translate as Ohio Planners' Reference and Information Service) in whatever form it is most quickly available and easily transferable.

2.3.1 The transfer of information may be verbal, as so many reference-question answers are; or by photocopy from periodicals, books, microforms, etc.; or print-outs from computer; or cassette recordings if this format appears to be suitable and effective. The best answer may even prove to be the supply of a book.

2.3.2 Thus the scope of sources which OPRIS will search for information will include periodicals, monographs, technical reports, directories, newspapers, microforms of any of these, films, data in the various magnetic formats...

2.3.3 Participants are therefore encouraged to free themselves of the tendency to translate a request for information into the title of--and a request for--a book where the information may be found. This point is made so explicitly because of the experiences of so-called Reference Networks which never developed into anything other than old-style interlibrary loan systems.

3 RESPONSIBILITIES AND UNDERTAKINGS

3.1 The responsibilities of OPRIS and Participants for the successful realization of the project's aims are naturally subject to the changes that experience will recommend. The breakdown which follows will, however, function as a basic operational framework within which alterations can be made.

3.2 OPRIS undertakes to

3.2.1 Provide at no cost to Participants services similar to those of a specialized advertising or marketing agency, directed to the planning population. Apprising planners of the availability of Participant resources and services, and their usefulness, should stimulate a demand for such library service.

3.2.1.1 These stimuli will be provided through news items in specialized periodicals, newsletters, special inserts in information material distributed to planning agencies in Participant locations, and/or lists and announcements sent directly to planning personnel, or distributed by Participants to such personnel. Special care will be taken to identify OPRIS only as a name for the service concept, not as an agency from which service can be requested. In every case the Participant will be the service point to which response is directed.

3.2.1.2 OPRIS will exert every effort to provide Participants with copies of each announcement, list or publicity release at least a month in advance of publication or distribution to planners. These will be addressed to the Project liaison and to the director of the library.

3.2.2 Provide at no cost to Participants a reference and assistance service that will enable them to meet information requests from the agencies to whom the Project's services are advertised. This service will be provided through:

3.2.2.1 a full-time OPRIS reference librarian at the State Library of Ohio to answer Participant queries, provide data, uncover sources, gather inputs for announcement lists, carry out special research projects, etc.;

3.2.2.2 a toll-free telephone for use by Participants in requesting service, for consultation, or for referrals;

3.2.2.3 a cost-free copying and transmitting service to Participants (within the limits specified under 4.5 and subs);

3.2.2.4 expedition of interlibrary loan requests.

3.2.3 Achieve and maintain close liaison with (and service to) state-level departments concerned with planning functions in order to sharpen OPRIS awareness of the state-of-the-art, utilize the knowledge of state-level planners in the preparation of lists, bibliographies, annotations, directories and in answering complex or difficult questions.

3.2.4 Offer guidance and consultation to those Participants who wish it, to help achieve full exploitation of present reference collections.

3.2.5 Present recommendations to all Participants for acquisitions having long-term reference value in planning and other areas of local government activity.

3.2.6 Sponsor joint meetings of Participants, OPRIS, and planning agency personnel as Participants desire, to strengthen relationships. OPRIS will try to involve state-level planning representatives in these meetings.

3.3 The Participant undertakes to

3.3.1 Designate a staff member as Project liaison who will

3.3.1.1 establish and cultivate relationships with local government agencies and their personnel;

3.3.1.2 authenticate requests to OPRIS (see paragraph 4.2)

3.3.1.3 act as recipient of notices, releases, lists, announcements, etc. from OPRIS, act as OPRIS reporter, and meet and consult with OPRIS as required;

3.3.2 Encourage to the fullest extent possible visits and talks with local government personnel at their offices and locations by the Project liaison staff membe to demonstrate the Participant's interest in offering information services, and inviting their use;

3.3.3 Consider as highest priority training of staff to fully exploit the present reference collection (see paragraph 3.2.4);

3.3.4 Acquire to the greatest extent possible reference tools of long-term value as sources of information for local government activity. Besides purchaseable reference books and services, these acquisitions should include locally generated reports, studies and data (see paragraphs 2.2.7; 2.2.8).

4 OPERATIONAL PARTICULARS

4.1 In the initial operation, the Project will be limited to handling questions relating to planning--of the two types characterized by the planning profession as "functional" and "comprehensive":

"functional"	planning for a specific civic project to meet a specific social or environmental (physical) need
"comprehensive"	planning applied to a multi-faceted problem which sometimes affects an extensive geographic area, in order to effect an improvement, to forestall worsening, or to preserve a condition considered worthy of preservation

4.2 While the Project is limited at present to questions relating to planning, identification of the inquirer as a professional planner or a member of a planning body is not required. OPRIS recognizes that planning functions are not carried out exclusively in Planning Agencies, and that many government and quasi-government agencies have responsibilities that involve planning and may require planning information. OPRIS will accept any question referred by the Participant's liaison. The Participant thus exercises its own judgement in such referrals.

4.3 COMMUNICATIONS. Primary contact with OPRIS will be made by toll-free telephone to the OPRIS desk at the State Library. The number will be provided to all Participants. It will be discretionary on the Participant as to whether this number is to be open to the Participant's "customers"; OPRIS feels that the service should be Participant-controlled and implemented.

4.3.1 There will be no number-of-calls limit or limit on time-per-call until the volume (and cost) of calls may make some limit a requirement.

4.3.2 The Participant is encouraged to be as detailed and specific as possible in relaying questions; for instance, naming of sources checked unsuccessfully will often substantially shorten the time required to supply an answer.

4.3.3 OPRIS will call back to provide data verbally or to report on method and format of data transmittal.

4.3.4 If search time for answer is extended, OPRIS will call back not later than the 3rd day after receipt of the request, on its status.

4.3.5 Requests may be telephoned at any time. A recorder will receive and hold for action any request transmitted to OPRIS at times other than regular working hours.

4.3.6 All telephone conversations will be recorded. OPRIS will experiment to determine the feasibility of generating Project records from recordings of telephone transactions. This experiment has two objectives: first, eliminating delays during request transmittal while records are made--thus expediting service and shortening telephone time; second, to provide records from which more precise analyses and breakdowns may be made, since transcription can be made "off-line," removed from the pressures of service.

After the transfer of request data, the recording medium will be completely erased and reused.

Not implemented because of complexity of regulation and hook-up requirements

4.3.6.1 A consistent form for caller identification purposes is recommended. A suggested format: "This is King Kong Library, Faye Wray. This is request number 3 . . ." From this point, conversation is free-form.

4.4 TRANSMITTALS

4.4.1 Method of transmittal of data will be discussed with the Participant for each request. Mail will ordinarily be used, but in urgent cases shipments may be sent via United Parcel Service or Greyhound Bus services. In the last case, the Participant must make arrangements for pick up. Sending costs will be met by the Project.

4.4.2 Material will always be addressed to the attention of the Project liaison, unless specific instruction is given to send to the individual who made the original request.

4.4.3 Some types of publicity and "awareness" materials will normally be sent direct to planners from a mailing list built up from OPRIS rosters of planning personnel and from inputs supplied by the Participants. Participants who wish to make their own distributions should supply OPRIS with a listing of the names to be removed from OPRIS lists and the number of copies required. If the Participant acts as distributor, the Project can not reimburse mailing costs (also see paragraph 3.2.1.2).

4.5 RECORDS

4.5.1 It is assumed that Participants have each their own systems of internal record-keeping for reference questions asked, answered, referred or defaulted. It is also assumed that many questions relating to planning will be answered without recourse to OPRIS. OPRIS would, however, find it valuable to have available to it a record of the number of "planning" questions or questions from planners handled during certain measurement phases of the Project. This need only be a straight count record available to OPRIS when requested.

4.5.1.1 Unless other measures are found to be needed in the course of Project operation, and unless the recording-transcription system does not work satisfactorily, this is the only record that OPRIS intends to request of Participants.

4.6 RESTRICTIONS AND LIMITS

4.6.1 OPRIS must retain the privilege of determining the extent of photocopying it can provide in answer to a request. No arbitrary limit has been set, but a limit of 20 or so pages appears to be reasonable, depending on the nature of the material.

4.6.1.1 OPRIS must retain the privilege of determining whether a retention photocopy or the original (to be returned) is supplied.

4.6.2 Photocopies or facsimiles of material under copyright limitation will be produced for a requestor in only one copy.

4.6.3 Very new material unsuitable for copying, to which attention has been called by announcement services, newsletters, etc., will be supplied on a first-come, first-served reserve basis. OPRIS will maintain records, and notify requestors of probable time factors for their receipt of the material.

SEARCH VOCABULARY
September 1972

aerial photography
Afro-Americans
Aid to Dependent Children ADC
airport
air resource
air right
air terminal
air transport
annexation
apartment
anti-poverty
apportionment
Appalachia
* area development
automation + government
basic industry
beach
black people
blockbusting
blue collar
business cycle
capital expenditure
capital improvement
capital programming
* census
business district
CBD
child care
CIC
Community Investment Corp.
* citizen participation
city
civic center
civil conflict
civil rights
civil disorder
code enforcement
community action
* community development
computer government
condominium
county
CPM
Critical Path Method
day care
debt ceiling
debt limit
debt service
deed restriction
demography
depressed area
desegration
* development corporation
delapidation
downtown
econometric model
economy policy
economy theory
* economy development
economy geography
economy group
economy indicator
* EDA
* Economic Development Administration
elderly
electric company
electric power
electric service
electric vehicles
eminent domain
enabling act
enabling law
energy crisis
energy resources
environment + design
equal employment
equal opportunity
ethnic neighborhood
ethnic group
* federal aid
* federal assistance
Federal Housing Administration
FHA
Federal National Mortgage Authority
FNMA
fire + insurance
flood control
flood plain
forecast + economic
foreeast + long range
fringe area
ghetto
government services
grants
green belt
* HEW
* Department of Health Education & Welfare
high income
highway
historic preservation
home building
house
immigrant
impoverished area
industrial development
industry location
industry district
industry parks
inflation
* information system
information retrieval
input-output analysis
integration + house
integration + school
interest rate
* intergovernmental relations
interstate
jail
justice
land development
land use
landlord
law enforcement
local government
low income
low rent
mall
mapping
management system
market analysis
mass transit
mechanized + government
megalopolis
metropolitan
middle class
middle income
migrant
migratory labor
mining
minority group
mobile home
mortgage
motor courts
Negro
multiple dwelling
natural resource
noise + airplane
noise control
nuisance
old age
ombudsman
open occupancy

open space
parks
parking
pensioners
planning
police
power resources
pollution + air
pollution + noise
pollution + soil
pollution + thermal
pollution + radioactive
pollution + water
population count
population trend
* population movement
* population projections
power industry
poverty area
PPBS
Planning, Programming, Budgeting System
* PERT
* Program Evaluation Review Technique
protest action
public administration
public assistance
public health
race conflict
race relations
railway
railroad
rapid transit
real estate
real property
recreation area
recreation facility
rehabilitation
residential
retired
revenue sharing
riot control
rural
sanitation
SBA
Small Business Administration
set-back regulation
segregation
sewage disposal
sewage treatment
senior citizen
service sector
shopping center
single dwelling
slum
* SMSA
* Standard Metropolitan Statistical Area
social policy
social stratification
socioeconomic status
solid waste
space requirement
special interest group
sprawl
* state aid
* state government
statistics + income
statistics + industrial
street
subdivision regulation
subdivision control
subsistence level
suburbs
suburbanization
tax value
tax + property
tax + income
tax + sales
tax + intangibles
town
traffic
trailers
urban
utilities
waste disposal
waste collection
waste treatment
waterfront
watershed
water resource
welfare
working class
* zoning

APPENDIX F

User Survey and Results

Your OPRIS ALERT Opinion Survey

(circle one)

Have ALERT items fitted your interests?
Many Some Few None

Has your library been responsive to your ALERT item requests?
Always Sometimes Never

Are you getting the items you ask for in time for desired use?
Yes Late, but useful Too late

Has ALERT stimulated any additional contact with your library?
Much Some None

Do you know, or ask for, the OPRIS-person when you have a question?
Yes No

Generally speaking, has your library been of help to you professionally?
Much Some None

Your comments will help us provide better service:

Optional: Your name & address _____

_____

Area of specialization

_____

Size of your planning group

_____

Are you a
- ☐ Planning professional?
- ☐ Elected official?
- ☐ Appointive member?

Do you plan for a
- ☐ Region
- ☐ County
- ☐ City

Type of planning
- ☐ Functional
- ☐ Comprehensive

ALERT Opinion Survey Analysis -- Based on 13% return as of December 27, 1972

FIGURES ARE %

RELEVANCE

1. Have ALERT items fitted your interests?

	Many	Some	Few	None
State	39	54	7	0
Local	16	70	11	3
Combined	23	65	10	2

LIBRARY COOPERATION

2. Has your library been responsive to your ALERT items requests?

	Always	Sometimes	Never
State	72	24	4
Local	80	20	0
Combined	77	22	1

3. Are you getting the items you ask for in time for desired use?

	Yes	Late, Useful	Too Late
State	84	12	4
Local	78	18	4
Combined	80	16	4

COMMUNICATION STIMULUS

4. Has ALERT stimulated any additional contact with your library?

	Much	Some	None
State	19	74	7
Local	5	73	22
Combined	9	73	17

LIBRARY PUBLIC RELATIONS PERFORMANCE

5. Do you know, or ask for, the local OPRIS person when you have a question?

	Yes	No
State*		
Local	48	52
Combined	51	49

LIBRARY PROFESSIONAL EFFECTIVENESS

6. Generally speaking, has your library been of help to you professionally?

	Much	Some	None
State	45	52	3
Local	27	63	10
Combined	33	60	8

* State requests for ALERT items from the Planning Division come through Divisional library liaison, eliminating the need for individual contacts with OPRIS project personnel.

APPENDIX G

Library Interview Guide

LIBRARY INTERVIEW GUIDE

LIBRARY:

INTERVIEW WITH:

LIBRARIAN:

OPRIS LIAISON:

(BOTH)

REFERENCE QUESTIONS ASKED: TOTAL____

DATA____REPORT____BOOK____PER. ART.____REFERRAL____

ALERT REQUESTS:

OTHER CONTACT:

REMARKS:

PROJECT OPERATION

1. Was your information about the design and operation of the project adequate?

2. Is the manual explicit enough to answer most questions about the project?

3. Is your entire staff aware of the OPRIS services which are available to planners? (Including branches)

4. Would OPRIS conducted staff orientation meetings be helpful? (concerned with project operation)

5. Would seminars to explain the function and interests of local government be of value to your reference staff?

6. Would you prefer such meetings to be local? regionalized? centralized?

7. Was record keeping any problem?

8. What caused deviance from procedure as outlined?

Should procedure be changed?

9. Was the reference service offered through the project satisfactory?

10. Did you receive answers in time to be useful to your patron?

11. Were we cooperative?

12. Did the reference service as it was offered present any problems?

13. If you didn't make use of reference facility, why not?

PUBLIC RELATIONS

1. How may visits to planner's offices?

2. Why were visits not made?

   Time, staff limitations?

   Lack of familiarity with subject?

3. How many meetings for planners were held in the library?

4. Why weren't meetings held?

5. Were meetings (visits) productive?

6. Would"canned" presentations be useful (presentations to use for a meeting in the library or in a planners office)

7. Did you place the news releases furnished at the beginning of the project?

8. Did you use your own news releases to publicize the project?

9. What other public relations efforts were made on behalf of the project?

10. Is the ALERT an effective means of bringing the library to the attention of planners in your community?

11. What other PR efforts would you find useful from the project?

12. Has OPRIS improved the image of your library as a service to your local government?

    How?

    Why not?

ALERT

1. Were ALERT items of interest in your community?
2. Can you suggest other topics (profile terms)?
3. Was the distribution effective?
4. Was local mailing effective?
5. Was the time required to get materials a problems for your patrons?
6. What inspires residual requests?
7. Should there be any permanent cumulation? Index?
8. Was local purchase of materials tried?

   How many?
9. Was expenditure justified by use?
10. On project continuation, would you budget for this type of material?
11. Would regionalization of this type of material be feasible? (perhaps by ALSO)

PLANNING QUESTIONS

1. What percent of planning questions could you handle without recourse to OPRIS? (Figures?)
2. What areas were touched on for which there were no local resources?
3. Did ALERT inspire questions which would not have come to the library otherwise?
4. Do you place a time limit on research for questions asked before referring them to OPRIS? How do you decide which questions to refer?

GENERAL COMMENTS

1. What stands in the way of open advocacy of the projects services?
2. Do you think this service should be continued?
3. Would you be interested in contracting for this service on an individual library basis?

4. Did the network function well for you?

5. What bugs should be worked out?

COMMENTS:

EVALUATION OF INTERVIEW

APPENDIX H

Road Show Outline

ROAD SHOW OUTLINE

OVERALL OBJECTIVE:

The workship should build a concept of library interaction with local government agencies (or any target group). Measurement of workship effectiveness will be demonstrated by participants being able to:

1. Describe a philosophy of soliciting business for the library instead of waiting for it to come in the door.
2. Explain why advertising library services and materials is valuable in creating a demand for the services and materials.
3. List public relations efforts that can be carried out on a limited budget, explain why library budgeting should include public relations, and explain why it should be active personal PR.
4. Explain the value of library-patron interaction to the library in making it visible in the community (thus help insure funding).

PRESENTATION

I. Introduction

Objective: Give a framework for the presentation. Emphasize the necessity for the library to have effective public relations and advertising programs in a competitive environment.

Method: Talk about program and public relations efforts.

Video-tape recording of comments made by library patrons showing the effect of a dynamic, active library in the community.

II. The librarian within the library

Objective: The participants should be able to describe a reference librarian as a full time public relations person.

Methods: 1. A sound-slide presentation: What does a librarian do? Show that a reference librarian does more than just answer questions. He is an interviewer, teacher, researcher, planner -- his whole public appearance is a PR effort and affects the customer's use of the library. Show the role of an effective librarian rather than tell. Presentation might contrast what is in many libraries with what should be. (This should stick to subject matter relevant to government agencies.) Or, it might draw an analogy -- barbers don't just cut hair, they also talk to the customer, shave, shampoo, collect money, etc. Emphasize personal public relations on the part of the whole staff.

2. A structured discussion: list PR efforts librarians can make. Try to delineate a new role for the librarian in community service - service to local government, in addition to service to the general public. Again emphasize what can be done on an individual librarian/client basis.

Points to be made:
- This is a special librarian's role
- Customers don't know they need the library's service until they are told and shown
- Requests from customers should be carried as far as necessary -- including follow-up if the situation warrants
- The telephone is probably the most valuable resource for getting information that the library has

3. A means of making individual contacts: a short, simple slide or flip chart presentation for each librarian to take to his local government offices. Review the presentation in groups.

III. The library within the community

Objective: The participants will be able to prepare advertising for the media and will be able to plan presentations for client groups, as well as be aware of many types of public relations and advertising efforts they can make.

Methods: 1. Talk by a professional public relations person. This could be a video-taped speech, if the person could be hooked into a conference call and field questions afterward. The talk should cover the following:

- What is newsworthy about the library and its services
- Public service time - how to get it and what to do with it - practical information on how to prepare a presentation
- Direct mail - how to use it, what to send, who to send to
- Press releases - how to do it (perhaps a programmed worksheed on the correct form to use)
- Other sales efforts - brochures, bookmarks, space advertising, book reviews, book talks, bulletin boards (keeping in mind the government interest area)
- A discussion and question period

2. Report on special library efforts such as the Youngstown Businessmen's Breakfasts: What kind of program, How to stay relevant, What steps go into planning - how to do it.

IV. Planning for PR

Objective: Participants should be aware that budgeting is necessary for advertising/PR in even the smallest library.

Method: Talk, discussion

Points to consider: Who should handle library PR

Budgeting: How much, for what?

Reemphasize personal efforts on part of all library personnel. It's a collective effort on the part of every staff member as he carries out his job.

V. Summary

Objective: Reemphasize the need for effective public relations

Method: Talk and recap parts of the presentation with slides, tapes.

Points to make: Public relations will enhance the library and the librarian's role in the community
Public relations will make the community aware of valuable library services that will aid them, individually, on the job.
Public relations will enhance the librarian's job - give professional status to governmental contacts.
Public relations will gain community support and interest (and monetary support)

Note: The entire workshop should be built around the service and public relations efforts for local government agencies to give librarians a feel for the language and needs of public officials. Planning as a subject should be an underlying concept for the workshop as a whole - to give a basic subject orientation to the participants, thus give them background for dealing with their governmental officials.

APPENDIX I

OPRIS Publications List

OPRIS PUBLICATIONS

	Distribution
Planning Information Service: A Basic List of Useful Books and Reports Compiled and Adapted for the OPRIS Libraries.	125
Planning Information Sources: A Discussion of Standard and Specialized Reference Sources for Planning Information.	125
Special Bibliographies 1. Local Government and Urban Problems 2. Public Health, Mental Heal th, and Health Care Systems 3. Transportation and Traffic 4. Pollution: Air, Water, Soil, Thermal, Radioactive: Economic Impact of Pollution Control Standards 5. Solid Waste Management, Sanitation, Sewage 6. Administration of Justice 7. Blacks 8. Welfare	200
ALERT (monthly current awareness)	12,000
User Survey	1,000
Brochure: If You're Looking for Solutions	2,500
Basic Periodicals List	30
Procedures Manual	75
Bulletins to member libraries	1,000
Basic citation - search vocabulary	250

APPENDIX J

ALERT (Sample Copy)

ALERT

OPRIS
Ohio Project for Research in Information Service

CURRENT AWARENESS

THE OPRIS LIBRARIES

Akron
216 762 7621 Ext 40
Canton (Stark County)
216 452 0665 Ext 44
Celina (Mercer County)
419 586 2314
Chillicothe & Ross County
614 774 1114
Cincinnati & Hamilton Cty
513 241 2636 Ext 41 or 42
Cleveland
216 694 2656
Cleveland University Hgts
216 932 3600 Ext 76
Clyde
419 547 7411
Columbus
614 461 6551
Coshocton
614 622 0956
Dayton & Montgomery Cty
513 224 1651 Ext 72
East Cleveland
216 541 4128
Elyria
216 323 5747 Ext 8
Findlay
419 422 1712
Gallipolis (Gallia Cty)
614 446 0642
Lancaster (Fairfield Cty)
614 653 2745
Lebanon
513 932 4725
Lima
419 228 5113
Mansfield
419 524 1041
Marietta (Washington Cty)
614 373 1057
Marion
614 383 3191
Martins Ferry
614 633 0314
Middletown
513 424 1251
Millersburg (Holmes Cty)
216 674 5974
Portsmouth
614 353 6219
Salem
216 332 4938
Toledo Lucas County
419 242 7361
Troy Miami County
513 335 0502
Wilmington
513 382 2417
Youngstown & Mahoning Cty
216 744 8636 Ext 46

A Public Technology?

In this issue of the ALERT, we'd like to discuss with you the need, as perceived by many planners, for the development and improvement of a public technology. Public technology, quite simply, is technology which is immediately applicable to the needs and requirements of the "public, civilian sector" -- civil government. In other words, it is scientific breakthroughs, the result of research and development, applied to the public services -- police, fire, sanitation, transportation, housing, etc., the major part of which is provided by state and local government.

In the past, the search for civilian applications for the results of military and space R&D was conducted pretty much on the federal level, and therefore few of the concepts and little information filtered down to those who could best make use of it -- state and local officials and planners. Now, there is a movement to decentralize this R&D activity, to allow solutions to be coordinated with social needs and particularly, to give planners and others concerned, on the local level, much greater access to scientific-technological information.

A 1972 survey by the International City Management Association indicated the opinions of state and local government respondents on the question of public technology:

> The largest percentage of local respondents saw "inadequate financial resources" as the chief obstacle to the obtaining of scientific and technological information and advice. Other problem areas receiving a large local vote were: "lack of information exchange mechanism between levels of government"; "lack of qualified advisors"; and "absence of support from elected officials". State-level respondents, on the other hand, saw the "exchange mechanism" problem as the greatest, and although agreeing on "lack of qualified advisors", substituted "inability of advisors to understand the government decision process" and "absence of support from legislators".
>
> In the section of the survey dealing with preferred types of assistance programs to promote use of scientific and technological applications, state and local respondents agreed completely on the top two preferences. The most desired assistance was in the form of: 1. "federal grants to assist R&D utilization"; and 2. "better organized R&D information services for benefit of state/local government by the federal government".

If you are interested in a more complete discussion of this very vital area, or in seeing specific statistics, consult Public Technology--A Tool For Solving National Problems, a report of the Committee on Intergovernmental Science Relations to the Federal Council for Science and Technology, May, 1972. (Y3.F31/16:2T22) It is available from your OPRIS library, or may be purchased from the Superintendent of Documents, Government Printing Office, for 40 cents, as S/N 3800-0116.

OPRIS ALERT NO.	TITLE
12-1	A CRITICAL VIEW OF THE URBAN CRISIS. By Edward C. Banfield. Annals of the American Academy of Political and Social Science, Vol. 405, (Jan. 1973), p7.
12-2	THE PLANNING IMPERATIVE IN AMERICA'S FUTURE. By Louis K. Loewenstein and Dorn C. McGrath, Jr. Annals of the American Academy of Political and Social Science, Vol. 405, (Jan. 1973), p15.
12-3	LEGAL AND POLITICAL FORUMS FOR URBAN CHANGE. By Daniel R. Mandelker. Annals of the American Academy of Political and Social Science, Vol. 405, (Jan. 1973), p41.
12-4	ISSUES IN REGIONAL PLANNING: A SELECTION OF SEMINAR PAPERS. By David M. Dunham and Joseph G.M. Hilhorst, editors. The Hague, Mouton, 1971. 275p.
12-5	EMPIRICAL MODELS OF URBAN LAND USE: SUGGESTIONS ON RESEARCH OBJECTIVES AND ORGANIZATION. By H. James Brown, et al. New York, National Bureau of Economic Research; distributed by Columbia University Press, 1972. 100p.
12-6	URBAN RESIDENTIAL PATTERNS: AN INTRODUCTORY REVIEW. By R.J. Johnston. New York, Praeger Publishers, 1972. 382p.
12-7	PLANNING, PROGRAMMING, BUDGETING FOR CITY, STATE, COUNTY OBJECTIVES. By the Council of State Governments, et al. Public Services Laboratory, Georgetown University. 45p.
12-8	PUBLIC BUDGETING AND MANAGEMENT. By Alan W. Steiss. Lexington, Massachusetts, Lexington Books, 1972. xv + 349p.
12-9	SELECTING A PROFESSIONAL MUNICIPAL ADMINISTRATOR: A GUIDE FOR MUNICIPAL COUNCILS. By Edwin O. Stene. Washington, International City Management Association, 1972. viii + 37p.
12-10	LOCAL INCOME TAXES: ECONOMIC EFFECTS AND EQUITY. By R. Stafford Smith. Berkeley, Institute of Governmental Studies, University of California, 1972. xxiv + 220p.
12-11	THE ROUGH ROAD TO TAX REFORM: THE OHIO EXPERIENCE. By Frederick D. Stocker. Columbus, Ohio State University College of Administrative Science, 1972.
12-12	REAPPORTIONMENT: LAW, POLITICS, COMPUTERS. By Terry B. O'Rourke. Washington, American Enterprise Institute for Public Policy Research, 1972. 111p.
12-13	ADMINISTRATIVE THEORY AND PUBLIC ADMINISTRATION. By Richard J.S. Baker. London, Hutchinson and Co., Ltd., 1972. 208p.

OPRIS ALERT NO.	TITLE
12-14	POLITICAL ECONOMY OF URBAN AREAS. By William B. Neenan. Chicago, Markham Publishing Company, 1972. xix + 344p.
12-15	URBAN VIOLENCE - THE PATTERN OF DISORDER. By Joseph F. Coates. Annals of the American Academy of Political and Social Science, Vol. 405, (Jan. 1973), p25.
12-16	THE JAIL DILEMMA: SOME SOLUTIONS. By Dr. Charles M. Friel. American County, Vol. 37, No. 10, p9.
12-17	COMMUNICATIVE TURBULENCE IN URBAN DYNAMICS - MEDIA, EDUCATION, AND PLANNING. By George F. Mott. Annals of the American Academy of Political and Social Science, Vol. 405, (Jan. 1973), p114.
12-18	COMMON ENVIRONMENTAL TERMS: A GLOSSARY. By Gloria J. Studdard, Environmental Protection Agency. Washington, Government Printing Office, 1973. 23p.
12-19	BEEF CATTLE FEEDLOT SITE SELECTION FOR ENVIRONMENTAL PROTECTION. By R. Douglas Kreis and Lynn R. Shugler, Environmental Protection Agency. Washington, Government Printing Office, 1972. 39p.
12-20	THE TREATMENT AND MANAGEMENT OF URBAN SOLID WASTE. By Samuel W. Bodman, III, et al. Westport, Connecticut, Technomic Publishing Company, 1972. xiv + 210p.
12-21	NEW COMMUNITIES AND THE ENVIRONMENT. By Edward M. Lamont. HUD Challenge, Vol. 4, No. 1, p19.
12-22	RECYCLING, TAXES AND CONSERVATION. By Talbot Page. National Parks and Conservation Magazine, Vol. 47, No. 1, p20.
12-23	MARKETING OF HEALTH MAINTENANCE ORGANIZATION SERVICES. By the Department of Health, Education, and Welfare. Washington, Government Printing Office, 1972. various pagings.
12-24	HEALTH CARE. By Clark C. Havighurst, editor. Dobbs Ferry, New York, Oceana Publications, 1972. x + 452p.
12-25	URBAN FREEWAY SURVEILLANCE AND CONTROL: THE STATE OF THE ART. By Paul F. Everall. Washington, Department of Transportation, Federal Highway Administration, 1972. 117p.
12-26	SMALL CITIES CAN HELP TO REVITALIZE RURAL AREAS. By Robert L. Wrigley, Jr. Annals of the American Academy of Political and Social Science, Vol. 405, (Jan. 1973), p55.

OPRIS
ALERT
NO.

TITLE

The following is a series of bibliographies prepared by Morris Zeitlin with the title GUIDE TO THE LITERATURE OF CITIES: ABSTRACTS AND BIBLIOGRAPHY. They are published by the Council of Planning Librarians, Monticello, Illinois, 1972.

12-27 VOL. 1. PREFACE AND URBAN HISTORY.

12-28 VOL. 2. URBAN LAND USE.

12-29 VOL. 3. URBAN TRANSPORTATION.

12-30 VOL. 4. URBAN HOUSING.

12-31 VOL. 5. URBAN RENEWAL.

12-32 VOL. 6. URBAN SOCIOLOGY.

12-33 VOL. 7. URBAN GOVERNMENT.

12-34 VOL. 8. THE METROPOLITAN REGION.

12-35 VOL. 9. URBAN DESIGN.

12-36 VOL. 10. CITY PLANNING - THEORY AND PRACTICE.

12-37 VOL. 11. SOCIALIST CITIES.

OPRIS
Ohio Project for Research in Information Service

BULK RATE
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MARION, OHIO
Permit No. 6

APPENDIX K

Bulletin (Sample Copy)

BULLETIN FROM OPRIS
Ohio Project for Research in Information Service

Office: 5959 East Livingston Avenue
Columbus, Ohio 43227

Queries:
800 282-1918

May 8, 1972

Our "New Look" . . .

This fourth issue of the Bulletin, as you see, has a new and attractive look, with a redesigned OPRIS logo. We hope you approve. Accompanying the Bulletin is the second issue of ALERT, which contains a completely new listing of reports and journal articles on community development planning. As before, you are receiving this ALERT in advance of our mass mailing to planners, to allow you sufficient time to familiarize yourselves with its contents. Every item in this ALERT is being ordered by the State Library, so that the time it takes to respond to your requests for items listed here will be significantly shortened. This action is made possible, and even necessary, by the excellent response we have had to our first ALERT.

Notes on Networking . . .

The WATS line has now been operational approximately four months, and while we have not had the volume of queries we had projected, there has been quite a bit of variety in the type of questions asked, and the sources we have tapped to get the answers. We thought you might be interested in a representative sampling of requests from throughout the network, and the genesis of the answers or responses we've made. Here are a few random samples:

The OPRIS Librarian at the State Library, Mrs. Dolores Dawson, received a planning question from the Middletown Free Public Library concerning estimating costs for residential street layout, sewers, and related areas. Mrs. Dawson first consulted the State Library's resources, and located several books dealing with specifications, e.g. clearances, driveways, curbs, etc. She then called the American Institute of Architects local office and was referred to a local planner highly knowledgeable in this area. For costing procedures, he recommended several books. For planning and laying out streets, he suggested that the inquiring planning agency hire a consultant. A call to the state headquarters of the Ohio Society of Professional Engineers produced a pamphlet containing guidelines for selecting an engineer, a code of ethics, information on fees, and other material. The Community Builder's Handbook, a basic reference work containing a section on residential planning, was also recommended. A bibliography of works which had been uncovered was then compiled and transmitted, along with the other material which had been obtained.

Planners in Martins Ferry were interested in finding money for slum clearance and housing projects, and requested the Martins Ferry Public Library to find

addresses for a list of foundations which offer grants for community development. Laurel Krieg and the staff of the Martins Ferry PL were able to supply many addresses, but several were not listed in local sources, so Miss Krieg called on the OPRIS resources for assistance. Most of the foundations were located in State Library sources; a few posed problems. One was located through the Minneapolis Public Library. A phone call to Pittsburgh identified another, for which the Martins Ferry planners had an incorrect name. Eventually, all but one were tracked down.

The State Department of Community and Economic Development, which normally serves as an information backup for the OPRIS network, has also requested assitance on occasion. The department's Task Force on Local Government has had numerous questions, and the OPRIS Librarian has provided, among other items, a list of bibliographic references dealing with the types of services offered by local government; a Rand Report on "economies of scale"--how and by whom services should be provided to be most economical; and a report by the federal crime commission assessing the effect of urban crime on area businesses.

On other occasions, the OPRIS Librarian has contacted the State Director of Vocational Education for information on planning resident vocational schools; the Ohio Highway Department for a manual on the use of government cars; and the Columbus Chamber of Commerce for a section of the Columbus Regional "Blue Plan".

These histories are more than just interesting examples; they help to identify a few cogent points in the successful operation of the OPRIS network. One is that the telephone is OPRIS' chief instrument (among many others which are also used) for transmitting questions and tracking down and transmitting answers quickly. The success of OPRIS is dependent, to a surprisingly large degree, on our ability and willingness to use the phone--to reach planners, to reach potential sources of information, and to alert the network to our information needs.

Secondly, follow up is almost as important as initial response. Since most planning problems are continuing, rather than "one-shot", situations, one answer may not be suffieient. The OPRIS Librarian has frequently thought it necessary to transmit new material as it became available over a period of days or even weeks. You may have discovered the same thing to be necessary at your end of the OPRIS network.

In the future, we hope to report on requests which have been filled entirely on the local level, particularly those which were challenging, unusual, or which demonstrate most clearly the relationship between the local library and the local planner. Please, share your experiences with us. We can, and should, all learn from each other.

What's Happening?

On Wednesday, April 19, the Middletown PL sponsored a meeting for local planners and OPRIS representatives, to explain and advertise the project. Dolores Dawson, the OPRIS Librarian, Charles Brophy of Battelle's Columbus Laboratories, and Lee Phelan of the Development Department, spoke and answered questions at two meetings scheduled at 2:00 and 7:30 p.m. Though the turn-out was lighter than expected, the planners present were enthusiastic and Dee Dawson returned with six or seven questions to research. Arthur Wolman and Phyllis Bartley, OPRIS Liaison, were the moving forces behind the meetings.

Project Director Richard G. Fisher was the principal speaker at the morning session of the Ohio Library Association Central Region meeting on April 14 at the Pontifical College Josephinum, outside Columbus. Approximately 120 attendees heard Fisher's analysis of the OPRIS project and participated in the question and answer period afterwards.

The following day, April 15, Fisher appeared at the day-long workshop of the Central Chapter, Special Libraries Association, held at Battelle. Dick Palmer Library Development Consultant (Reference and Information Networks) at the State Library, and Jacqueline D. Sisson of the Ohio State University Fine Arts Library, also spoke on the experience and potentials of networking. Round table discussions followed.

Meetings for planners and librarians, such as those at Middletown and Akron (reported in a previous Bulletin), have been successful enough that OPRIS is considering putting together a standard format, travelling program or workshop. Details on this will appear in subsequent issues.

The first OPRIS book review, taken from our first publication, "A Basic List of Useful Books and Reports", which you received about four months ago, appears in the March issue of Ohio Cities and Villages. Other articles have appeared in newspapers in OPRIS communities. You might give us a hand in compiling these by clipping or Xeroxing any articles appearing in your local press and sending them on to us.

The OPRIS Liaisons . . .

Here is that list of OPRIS Liaisons that we promised you. Please notify us of any corrections, deletions or additions.

Library	Liaison	Telephone
Akron	Lulu Hardesty	(216) 762-7621, Ext. 40
Canton (Stark County)	Barbara Taylor	(216) 452-0665, Ext. 44
Celina (Mercer County)	Joseph Garcia, Librarian	(419) 586-2314
Chillicothe	Marie Louise Sheehan, Librarian	(614) 774-1114
Cincinnati	Paul Hudson/Bonita Bryan	(513) 241-2636, Ext. 41
Cleveland	Lee Wachtel	(216) 694-2656

The OPRIS Liaisons, continued . . .

Library	Liaison	Telephone
Cleveland-University Hts.	Nancy Wareham	(216) 932-3600, Ext. 76
Clyde	Rose Kirchner, Librarian	(419) 547-7411
Columbus	Edward Daniels, Director	(614) 461-6551
Coshocton	Susan Anderson	(614) 622-0956
Dayton	Laura Jean Smith	(513) 224-1651, Ext. 72
East Cleveland	Dorothy Wholeben	(216) 541-4128
Elyria	Lee Schultz	(216) 323-5747, Ext. 8
Findlay	Francis Edwards, Librarian	(419) 422-1712
Gallipolis (Gallia County)	Jon Louden, Librarian	(614) 446-0642
Lancaster (Fairfield Cty)	Mina Kinnane, Librarian	(614) 653-2745
Lebanon	Geraldine Noble, Librarian	(513) 932-9731
Lima	Francis Burnette	(419) 228-5113
Mansfield	Richard Allwardt	(419) 524-1041
Marietta (Washington Cty)	Mark Neyman/Phyllis Baker	(614) 373-1057
Marion (Carnegie)	Janet Berg, Librarian	(614) 383-3191
Martins Ferry	Laurel Krieg/Maude Meyerend	(614) 633-0314
Middletown	Patricia Brewer/Phyllis Bartley	(513) 424-1251
Millersburg (Holmes Cty)	Caroline Mohr, Librarian	(216) 674-5974
Portsmouth	Evalyn Thomas, Librarian	(614) 353-6219
Salem	John Bender, Librarian	(216) 332-4938
Toledo	Sam McConoughey	(419) 242-7361, Ext. 241
Troy	Dennis Day, Director	(513) 335-0502
Wilmington	Jon Kelton, Librarian	(513) 382-2417
Youngstown	Norma Allen	(216) 744-8636, Ext. 46

APPENDIX L

Publicity Collage

Free Service To Library
Explained Here This W

Although they aren't prom
vice was Mrs. Doris
sing all the answers to
fulltime Ohio library a
government planners questions,
state library and Le
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of the State of Ohio
to try.
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Charles A. Brophy Jr. of
Battelle Institute which has
worked with the State Library
of Ohio in sponsoring the Ohio
Project for

Library Has
Breakfast for
60 Officials

The Public Libra
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County held a "co
breakfast" this mornin
Main Library for som
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and planners to introdu
library service and m
national Book Year.

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OPRIS (Ohio Project for Research in Information Science)

A third Ohio program called OPRIS is also directed to a specialized audience, this information network operates to help the city, county and regional planning groups whose work depends on access to accurate information. Appalachian public libraries which are linked

INFORMATION SERVICE SET IN MOTION

"Local libraries must become an important part of the community development team. Local planning and government agencies need information [illegible] library can provide ... our job is to [illegible] available to them promptly."

New Library Program
Geared To Governmen

100 city, township and
officials along with

LIBRARY SERVICE, OPRIS, FOR PLANNERS

Akron Public Library offers a new service available through Ohio Project for Research in Information Service (OPRIS), a cooperative

Division of Business, Labor Government at Main Library, is APL's contact with OPRIS

OPRIS: Aid For Planners

By SCOTT GARWICK

Community planners are plagued with a myriad of bureaucratic problems. The inevitable question is — "what state or federal funds might our project qualify for?" In addition, problems concerning design, [illegible]

building codes, and many things unanswerable by the planners themselves contribute to the confusion of any given situation.

Because of the size of government today, it is nearly impossible for a community to plan anything beneficial by itself. If a community does complete a project without outside help, it usually discovers too late that government funds or plans would have been available. Then someone usually complains, "If we had only known, we would have saved a considerable amount of time and money."

The problem has become an everyday occurrence in communities throughout the country, and Ohio now has begun to reverse this trend. In January, a new agency in Columbus was organized — the Project in Research Information Service (OPRIS).

It is supported by the Library in conjunction with Battelle Memorial Institute in Columbus. It is directly affiliated with the state library and therefore, the

"Of course, in order for OPRIS to be functional, the planners have to use the channels open to them. To illustrate how OPRIS works, let's imagine that the community wished to build a new hospital and the planners wanted to know if any government funds were available. The OPRIS representative in Mercer County, which is the Dwyer-Mercer County Library, would call a toll-free number in Columbus and ask for any forms, data, reports, manuals, or current awareness information for anything related to this project."

Agencies such as OPRIS often are ignored because the planners feel their project is unable to compete with others that possibly have higher priorities due to their locations.

But, Garcia noted, "certainly most federal funds do [illegible] metropolitan or [illegible] areas, but it doesn't [illegible] rural community [illegible] is automatically [illegible] community [illegible] a worthwhile [illegible] organize [illegible] more [illegible] would [illegible]

with cultural facilities.

"I feel that a community center, with recreational facilities for all ages, including the senior citizens, would be a great asset to Celina and the county. I realize this would be a major undertaking, but it certainly would be most beneficial."

He noted Richardson might pro[illegible] local finan[illegible] undertaking some lega[illegible] waived in a[illegible] he said, arrangemen[illegible]

"The com[illegible] excell[illegible] OP[illegible]

IN 1968, OHIO'S libraries and the services they provide were dissected by Ralph Blasingame in his Survey of *Ohio Libraries and State Library Services*. Blasingame tabbed local library-local government relationships in Ohio as far from optimal, described their communication as a discordance, and placed the responsibility on the libraries to put matters straight, to make themselves full members of the community, not above or apart from it.

The same message was conveyed by *Libraries at Large*, produced by the National Advisory Commission on Libraries appointed by President Johnson, from studies made at about the same time as Blasingame's.

To move libraries toward full membership in their communities is the goal of OPRIS (Ohio Project for Research in Information Service), a model of a statewide reference and information network being designed

Library To Assist
Planning Agencies

The Clyde Public Library will participate in OPRIS (Ohio Project for Research in Information Service), Mrs. Kenneth Kirchner, Librarian announced today. OPRIS has been formed to provide city, county and regional planning groups with specialized information, utilizing a statewide network of selected libraries.

[illegible] State Library in Columbus, [illegible] of the project and long an [illegible] improved in[illegible]

OHIO LEGISLATIVE DIGEST & REVIEW January 28, 1972

The Ohio Project for Research in Information Service, designed to provide information resources to local government agencies thru local libraries, began full-scale operation the first of the year. 29 libraries, covering every major population center, are par[illegible]

LIBRARY JOURNAL

January 1, 1972

Ohio's OPRIS Project:
Fisher Explains Aims

The primary aim of Ohio's new OPRIS project (Ohio Project for Research in Information Science), says director Richard G. Fisher, is to "act as a matchmaker to bring local government and local libraries into a warmer working relationship." OPRIS, which is being set up by the Battelle Institute (*LJ*, October 1, 1971, p. 3078), aims at getting government professionals officials, technologists, and planners used to calling on their libraries for all the kinds of information which they need.

Fisher, who formerly supervised development of a mechanized information service at North American Rockwell, told *LJ* that the OPRIS network aims at eventual expansion to include all Ohio library facilities and all parts of the information seeking community in government and business.

"Studies of the information gathering habits of these people," said Fisher, "show that information is important to their successful functioning, but, paradoxically, that they will not go the least

"OPRIS" FUNCTIONAL

The Buckeye Hills-Hocking Valley Regional Development District has utilized the past several [illegible] during the past several mo[illegible] Questions relating to [illegible] diverse as se[illegible] and flood pl[illegible] answered [illegible]

new information system called OPRIS (Ohio Project for Research in Information Service) began functioning in Ohio in late December. Two (2) libraries in the BH-HVRDD Region (Washington County Public Library and Martins Ferry Public Library) are tied into the OPRIS network. Thirty (30) communities are tied in statewide.

The OPRIS [illegible] is funded under Title I of [illegible] Construct[illegible] Services [illegible] match th[illegible] governme[illegible]

book reviews

OPRIS (Ohio Project [illegible] in Information Ser[illegible] constant search of informa[illegible] appears to be of value to [illegible] eminent administrators. On[illegible] of which too few people are a[illegible] the advanced-degree dissertation[illegible] done in the universities in the[illegible] of urban and regional planning[illegible] public administration.

The following condensed summ[illegible] ries are a sampling of the topics a[illegible] coverage provided by such dissertations, purchaseable by the order num[illegible] ber from Dissertation Copies, P.O. Box 1764, Ann Arbor, Mich[illegible] 48106. Prices vary with numb[illegible] pages. Your public library [illegible] get these for you on interli[illegible] from the State Library. [illegible] If readers of Citie[illegible] indicate an interes[illegible] material, OPRIS [illegible] clude it in its [illegible] journal.

Measurin[illegible] Public B[illegible] 6190. [illegible]

A4 Akron Beacon Journal
Tuesday, February 29, 1972

Planning Aid At Library

Akron Public Library is ol[illegible] bring a new service availa[illegible] ble through Ohio Project for Research Information Service (OPRIS), a cooperative [illegible] ers of Ohio public librar[illegible] ies, which provides informa[illegible] for local governments planning agencies.

Richard G. Fisher, OPRIS project director, will be at Main Library Thursday to answer questions on this new service.

The free service is available to [illegible] ment, which a cooperating [illegible] project.

A recent OPRIS user was Joh[illegible] executive director of the [illegible] Hocking Valley Re[illegible] ment District, who [illegible] requests a com[illegible]

[illegible] to anyone involved in plan[illegible] ning, Mrs. Lulu B. Hardest[illegible] head of Business, Labor [illegible] Government Division at [illegible] Library, is the Akron P[illegible] contact with OPRIS.

[illegible] urban land m[illegible] insight in a chan[illegible] central city which [illegible] amounts of [illegible] areas." It fo[illegible] sions whi[illegible]

[illegible] Economic and Community

APPENDIX M

Examples of Questions
Asked

EXAMPLES OF QUESTIONS HANDLED

1. How can the form of local government be changed? How do various forms of local government compare?

2. How can stripped land be used for sanitary land-fill?

3. A copy of the new Pennsylvania Municipal Planning Code, Act 247.

4. How is citizen participation structured in other regions of the U.S.?

5. How can a community get paid staff for CAMPS (Cooperative Aera Manpower Service) Committee?

6. General material on Planned Unit Development.

7. Information on multiple unit housing and highrise apartments for the elderly.

8. A copy of the American Law Institute Model Land Development Code.

9. Are Appalachian people considered minority individuals by any authority?

10. How are double-wide mobile homes taxed? What is the procedure for having a mobile home reclassified as real estate? What is the most current definition of a mobile home?

11. Documentation of graft and corruption in building departments in large cities.

12. A copy of a study concerning housing in the greater Cleveland area - a Battelle study done 3-5 years ago.

13. Recent changes in the Ohio law concerning commercial oil and gas wells.

14. Identify book: City for Sale, concerning Toronto Urban Renewal.

15. What do local officials, elected and non-elected, do with their time? How much time is spent negotiating with local, state, and federal officials for funds for local programs. How much time is spent with their constituents?

16. Information on subsidized, scattered urban housing.

17. The effect of crime on economic development of urban areas. Effect of crime on new business, existing businesses.

18. Bibliography on economies of scale -- what unit of government should be responsible for what services?

19. What are states doing administratively to cope with the energy crisis?

20. How are new towns governed? How do they supply services?

21. Any information on industries' ratings of pollution.

22. Any information on success and failure of black businesses established under

Model Cities Aid to Small Business.

23. Information on high rise parking garages - costs, design, construction, operation. Basic information.

24. Magnitude of migrant worker housing projects in Ohio. Demographic figures, cost of housing, related state and federal programs.

25. Criteria for establishing costs of residential layout and planning. Cost estimating for streets and roadways.

26. Are there any federal or state funds available for rebinding and repairing county records?

27. What is the legislation alowing regional sewer and water districts to be set up? How many have been established, where, how large, what engineering firm? Any statistical data on length of sewers. Do the districts cover water, sewage, or both?

28. Is it possible to make leins against property for collection of water and sewage bills? What is the legal basis? Any information on setting up a system.

29. What federal, state or private assistance is available to townships for establishing playgrounds, recreation areas? (Both for acquiring land and developing it)

30. Where is the center line for I-71, I-75 outerbelt (Cincinnati area)?

31. How can an artesian well head be moved from highway right-of-way?

32. How to set up and operate a health and welfare or social service agency.

33. Attorney general's opinion on subdivision regulations for mobile home parks.

34. Information on building and maintaining municipal tennis courts.

35. Income tax rate and collection totals for several communities in northeastern Ohio.

36. What refrigerated warehouses are available in southeastern Ohio? What transportation facilities serve them?

37. Design standards for recreational facilities.

38. Example of a model flood plain zoning ordinance.

39. What is the procedure for establishing a legal aid society?

40. What is the federal personnel procedure on used up sick leave?

41. Are there federal funds for health programs in 1972? Possibilities for '73?

42. Information on centralized purchasing for municipal government; costs of operating a purchasing department.

43. Examples of laws of esthetics.

44. What is the effect on property values of residential and community property in the immediate neighborhood of new indoor recreation facility? Of high rise apartments?

45. How to get funds for research on pollution of Grand Lake St. Marys? How to get a government surplus pontoon boat for lake project.

46. Information for spot radio announcements on highway safety, pollution, and drug abuse.

47. Where to get funds for a community auditorium, indoor swimming pool, and other recreational facilities.

48. Costs and procedures for starting a day care center.

49. How many square feet of retail business are necessary in a community?

50. Is there any law governing use of non-union labor on a county construction project?

51. How to establish a prenatal clinic.

52. Examples of zoning rules for Ohio community of 12,000 or less.

53. How can a community attract business to the central business district as opposed to malls, shopping centers, etc.?

54. How can a small community finance parking facilities?

55. Information on sign regulation and control on city streets.

56. Is there a national planning organization in Australia? Address?

57. Examples of feasibility studies for civic centers and convention centers.

58. How to evaluate local jail

59. Bibliography of background reading on police communication systems; police record keeping systems.

APPENDIX N

Project Costs

PROJECT COSTS - TWO-YEAR OPERATION

SALARIES (Including benefits, taxes, record maintenance costs, reports, filings, accounting)	$102,000.00
RENT (4 employees X 200 sq. ft./employee @ $6.00/sq.ft.)	9,600.00
TELEPHONE & UTILITIES	3,540.00
OFFICE EQUIPMENT & SUPPLIES	4,500.00
SPECIAL SERVICES, EQUIPMENT, & SUPPLIES (Copiers, readers, photography, art, printing, postage, etc.)	6,000.00
TRAVEL	3,000.00
MEETING EXPENSES	2,000.00
TECHNICAL & MANAGEMENT SERVICES (BATTELLE)	27,125.00
TOTAL.....	$157,765.00